

London Borough of Enfield

Service Plan Template 2009 – 2010

Department: PLACE SHAPING & ENTERPRISE

Title of Service: PARKS & OPEN SPACES

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Chief Executive's Department



INVESTOR IN PEOPLE

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BOOK 1: INTRODUCTION AND OVERVIEW

Purpose

To manage, develop and maintain the Borough's Parks and Open Spaces allotments, cemeteries and public conveniences in order to meet the needs and aspirations of users and other stakeholders.

Vision:

To make Enfield one of the best places to live, work, study and do business.

Mission Statement:

- We want Enfield to be one of the best places to live, work, study and do business.
- We will protect our beautiful parks and countryside and maintain the distinctive identities of our historic towns and villages.
- We will work with partners to increase prosperity by tackling Enfield's needs for housing, skilled jobs for a skilled workforce, and greater business growth.
- Enfield will have safe, healthy communities where people are good neighbours, children can fulfil their potential and older people are respected and supported.
- Residents will be very satisfied with good quality services and an efficient, responsive Council.

The Parks and Open Spaces service contributes to these corporate aims by providing services and facilities, which not only meet the needs and aspirations of users and other stakeholders, but also improves the quality of life for all the Borough's residents.

The Parks Department contributes to the following Council's objectives:

The Authority 3 year Putting Enfield First Improvement Plan 2008-2011:

- Aim 1: A cleaner, greener, sustainable Enfield.
- Aim 3: A Safer Enfield
- Aim 5: Provide high quality and efficient services

Aim 6: Build prosperous, sustainable communities.

Scope of the service:

The Parks and Open Spaces service is responsible for the management, development and maintenance of:

Parks and open spaces 123 sites occupying 904 hectares including:

129 football pitches	6 cricket pitches	11 rugby pitches	110 tennis courts
20 basketball courts	11 bowling greens	1 croquet green	4 fishing lakes
43 children's playgrounds	14 Multi Use Games Areas (MUGA)		2 model yacht ponds
3 pitch and putt golf courses	1 adventure golf course	1 18 hole golf course	3 bandstands
4 cafeterias	1 skatepark	1 conservatory	1 aviary
1 speed skating track	1 sports stadium		

Allotments 3,000 plots on 38 sites occupying 76 hectares

Cemeteries 90,000 grave spaces in 4 sites occupying 38 hectares including:
3 chapels, 4 Gardens of Rest, 2 Gardens of Remembrance

Public conveniences 21 units in parks and open spaces
3 units on the public highway 14 units on allotments 2 units in cemeteries

Parks and Open Spaces deliver these services in three distinct ways:

- **Operational services:** 10 officers and 85 grounds maintenance staff [Subject to review]
 - Grounds maintenance for:

parks and open spaces	allotments	corporate buildings
school playing fields	whitewebbs golf course	
- **Business and Development services –26 Officers**
 - Arboriculture: the management of the Parks' tree stock
 - Assets and projects the management of the Parks property portfolio and high-profile landscape and associated projects, including the capital programme
 - Cemeteries the management and administration of the Council's internment service and cemeteries grounds maintenance
 - Finance the provision of finance and procurement services
 - Business support the provision of support services, including allotments, sports pitch lettings, events and customer service

- Outreach enabling and supporting community involvement in the management and maintenance of the street scene and green space, including the management of the Enfield in Bloom campaign. Partnership working and external funding

- **Safer Neighbourhoods Parks Unit –**

1 manager controls both these sections and co-ordinates:

15 Police Community Support Officers

Supported by 1 part-time Metropolitan Police Inspector,

1 Sergeant and 2 Constables

Patrolling allotments, cemeteries, parks and open spaces

Tackling anti-social behaviour and criminality

Issuing fixed penalty notices

- **Safer Neighbourhoods Estates Unit**

9 Police Community Support Officers

Supported by 1 Sergeant and 1 constable

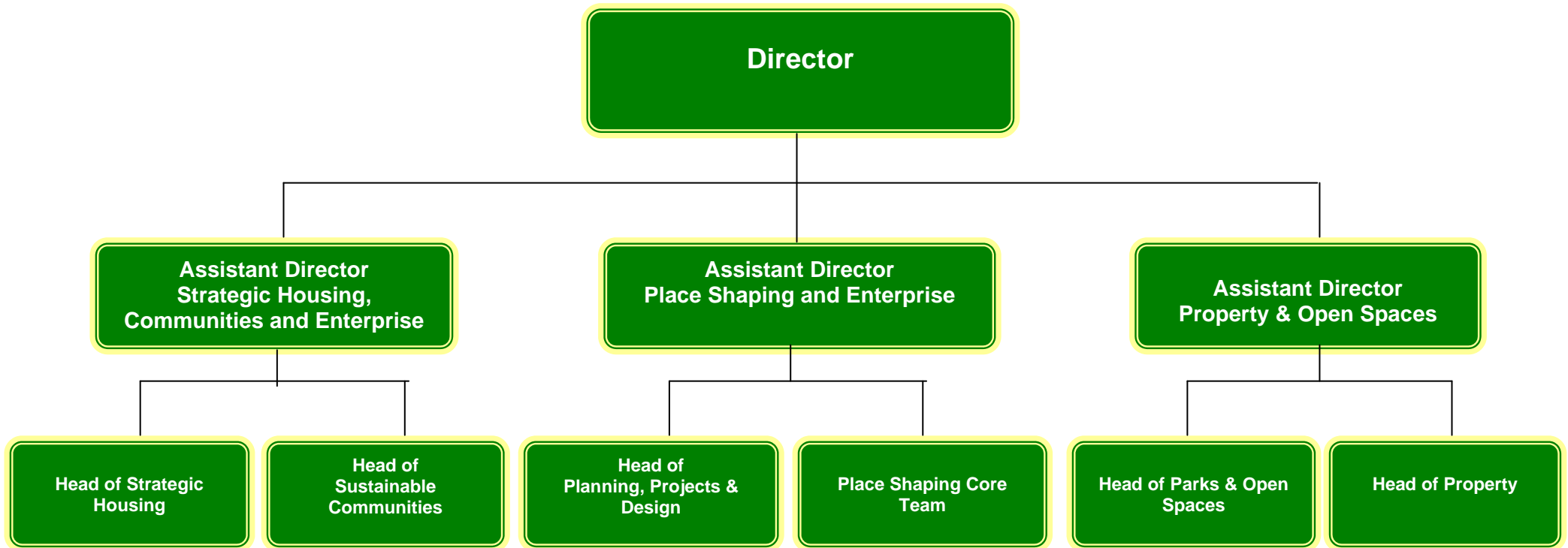
Patrolling housing estates

Tackling anti-social behaviour and criminality

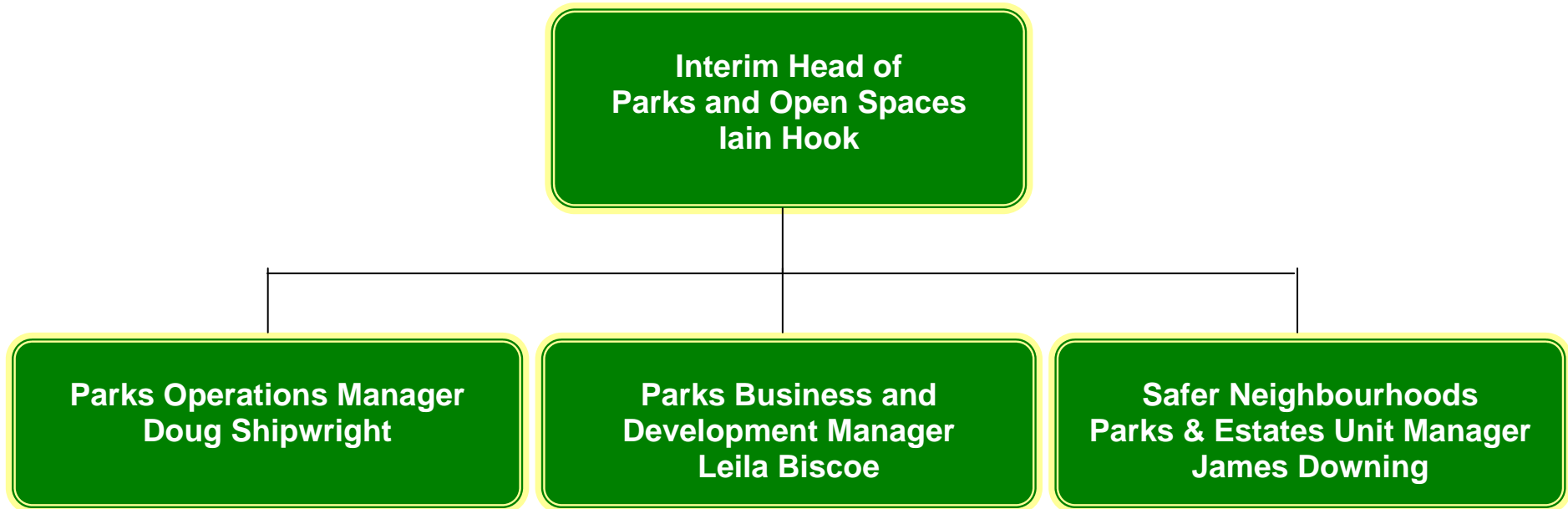
Issuing fixed penalty notices

A contribution is made by the Metropolitan Police to fund the above. A revised contract will be formalised in April 2009.

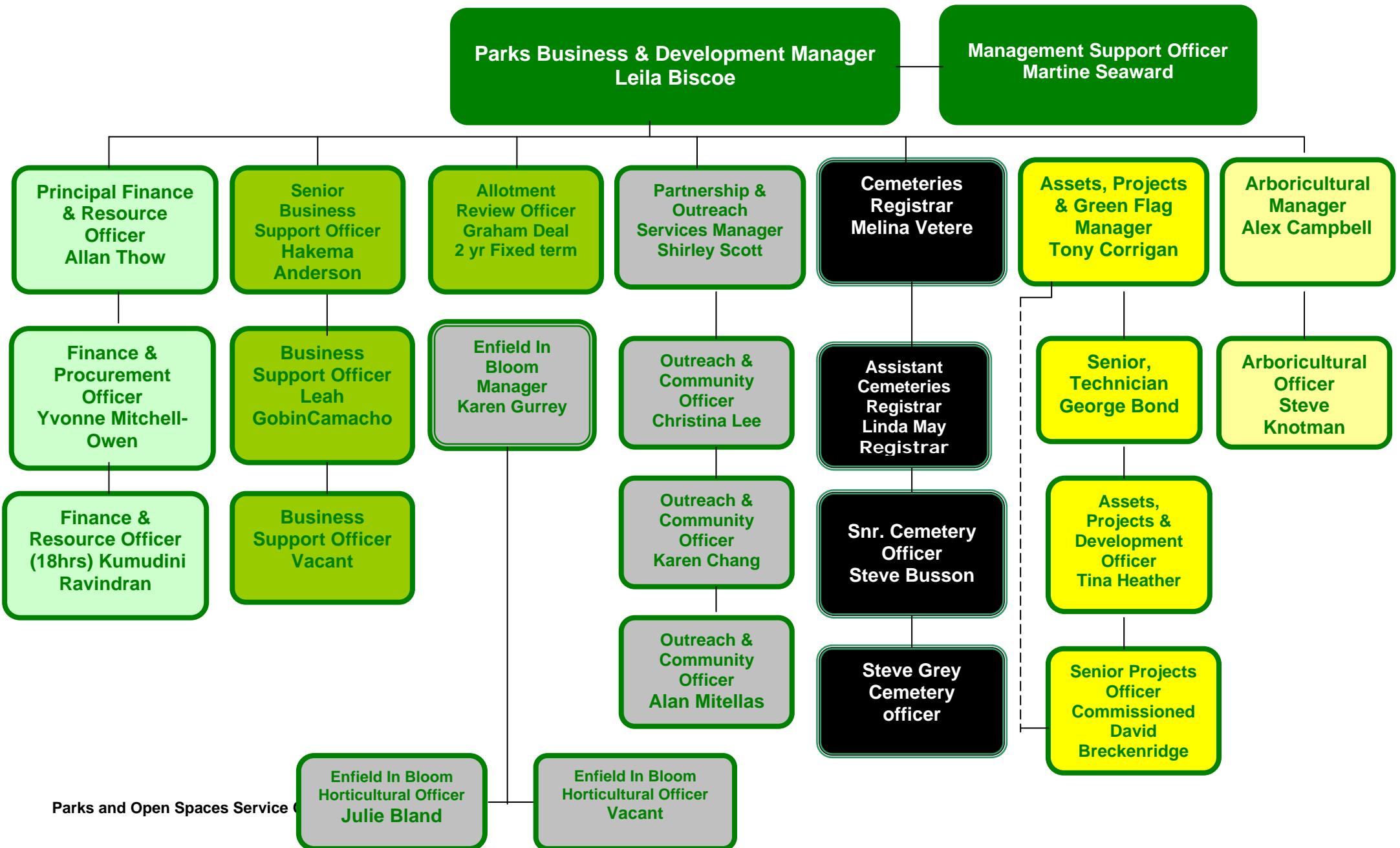
PLACE SHAPING & ENTERPRISE STRUCTURE



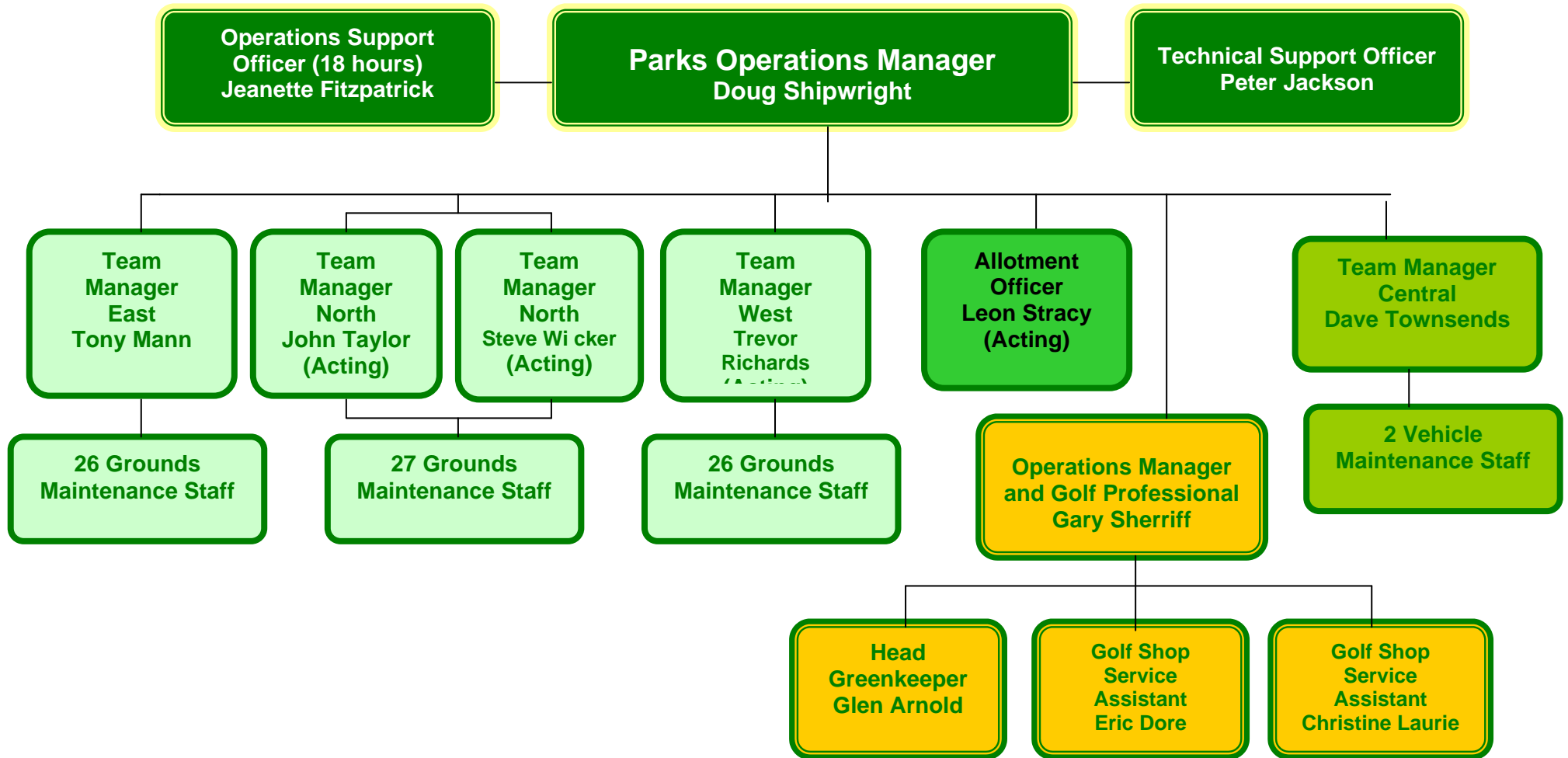
PARKS AND OPEN SPACES MANAGEMENT TEAM



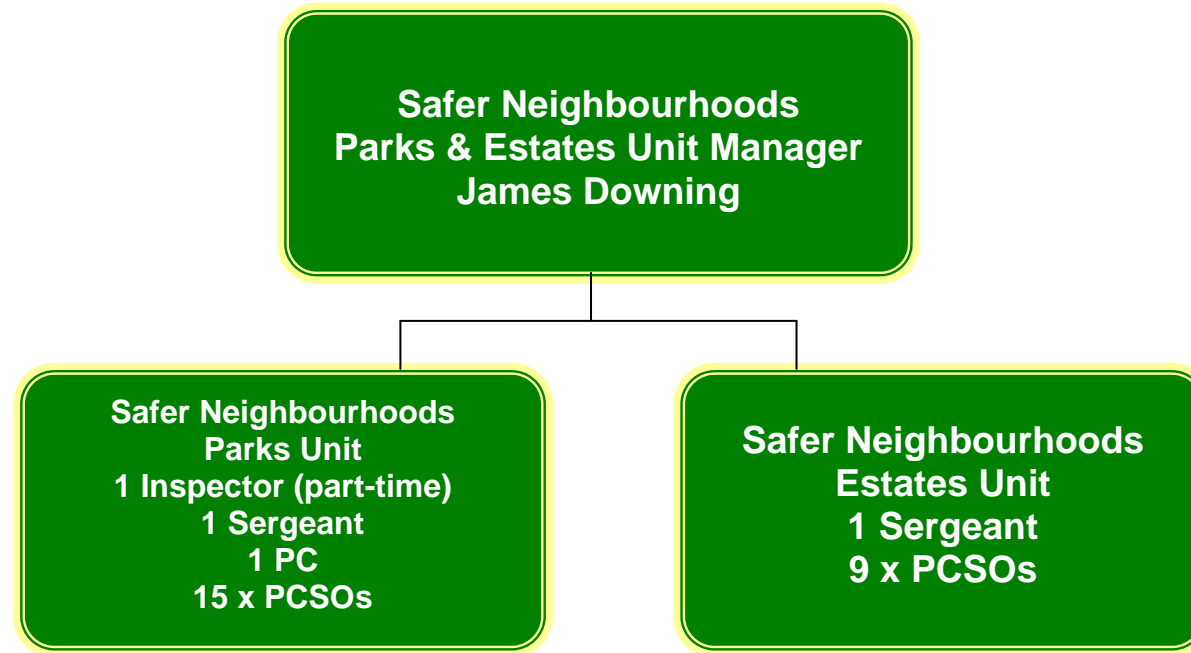
PARKS BUSINESS AND DEVELOPMENT



PARKS OPERATIONS



SAFER NEIGHBOURHOODS PARKS UNIT



Geographical Profile

Business & Development	9 th Floor – Civic Centre		
Partnership, Outreach & Enfield in Bloom,	Trent Country Park		
Operations main depots:	Bury Street West,	Pymmes Park	
Satellite depots:	Albany Park Forty Hall	Broomfield Park Jubilee Park	Durants Park Oakwood Park
Cemeteries:	Lavender Hill	Edmonton Cemetery	

Customer Profile –

We recognised that variations in access to park amenities can be found in certain areas in Enfield and that as a result of this variation, “residents, workers and visitors in Enfield have very different parks experiences depending on where they are in the borough.” The extensive provision in the northwest region of Enfield contrasts the open space deficiencies in the southeast of the borough. The new Parks & Open Space Strategy makes recommendations for improvement, address deficiency and explore external funding

Individual users

- All residents benefit either directly or indirectly from the provision of green space, for example by engendering civic pride, enabling social interaction, fostering community development, helping to conserve natural systems, supporting ecosystems, providing a contrast of living elements, helping to reduce inequalities, addressing poor health and social exclusion and increasing the attractiveness of the Borough as a place for business investment, to live, work and take leisure. The people who benefit include:
 - residents
 - non-residents from neighbouring boroughs, particularly inner London boroughs
 - non-residents from the North London region
 - people who work in the Borough, study in the Borough or visit the Borough

Group users

Community sector Voluntary sector Local schools Local sports clubs

Local Civic and Amenity Groups, Agencies and National Bodies

Local: Enfield Archaeological Society
 Enfield Conservation Volunteers
 Enfield in Bloom
 Enfield Racial Equality Council
 Enfield Strategic Partnership
 Friends of the Parks groups
 Forty Hill And Bulls Cross Study Group
 Metropolitan Police [Enfield]

Enfield Children and Young People Service
 Enfield Disablement Association
 Enfield Preservation Society
 Enfield Sports Advisory Council
 Enfield Wildlife Rescue
 Herts and Middlesex Wildlife Trust
 Federation of Enfield Allotment and Horticultural Societies
 Federation of Enfield Residents and Allied Associations

Regional: London in Bloom
 Metropolitan Police

London Parks and Green Spaces Forum
 Thames Water

National: Big Lottery
 Natural England
 CABI Space
 Greenspace
 Britain in Bloom
 Sports Council
 World Wildlife Trust

Institute for Sport, parks & Leisure [ISPAL]
 Institute of Cemetery and Crematorium Management
 Institute of Groundsmanship
 English Heritage
 Heritage Lottery Fund
 Football Foundation

Government:

Government Office for London
 Home Office
 Mayor of London
 GLA

Department for Culture, Media and Sport
 Department for Environment, Food and Rural Affairs
 Department for Communities and Local Government

Service internal customers:

PS&E

Sustainable Communities and Neighbourhood Renewal, Property, Estates and Valuation,, Disposals, Place Shaping, Corporate Asset Management, Housing Asset Review

**ECS&L
 ESS&P
 F&CR**

Sports and Play Development, Highways, Youth Service Planning, Education

Key strategic partners:

Big Lottery
Heritage Lottery Fund

Enfield Strategic Partnership
Thames Water

Direction for the medium term (key drivers)

In April 2008 the Parks department moved from being part of Environment, Street Scene & Parks into the newly formed Place Shaping and Enterprise division.

- Enfield's Place Shaping Strategy has been developed in response to the changing challenges facing the borough. It reflects the determination of the Council and its partners to build on strengths and achievements, and address the needs of some key parts of the borough and the communities who live in them. The strategy is designed to better enable the delivery of targets and priorities that have already been set out in the sustainable community strategy, Enfield's Future, and in the Local Area Agreement. It will increase focus on achieving their implementation and act as a major driver for change within the borough. The new Parks Strategy will reflect the place shaping agenda which the council has prioritised by contributing to:
 - further reducing crime and the fear of crime, ensuring that all parts of the borough are places that people feel safe to live and working.
 - further improving our environment, offering high quality green spaces
 - addressing areas of deficiency
- **A 15 year Parks & Open Space strategy** was commissioned in August 2008, with a 5 year action plan for delivery which will provide the vision and overview for future years. [This will replace the previous lapsed strategy Fresh Fields. Full consultation is taking place between April and July with adoption planned for August 2009
- **Enfield Open Space and Sports Assessment** recommends the quality of open space provision, including improving biodiversity by changing the way open spaces are managed, The council has already completed a PPG17 qualitative and quantitative needs assessment of open space in the borough. This has been used in the desktop exercise for much of the information gathering for the Parks 15 year strategy.
- **A biodiversity Strategy** is being commissioned by Place Shaping Directorate.
-
- **Systems Thinking Review** Parks have piloted for the London Borough of Enfield, "systems thinking" working with the Vanguard Consultancy. This process involves reviewing and redesigning how the collective functions within Parks & Open Spaces meet the purpose of the system, that for the customer can be defined as; "an enjoyable space that meets my needs." This may be developed in 2009/10 subject to an internal review.

In taking an outside in approach, i.e. we look at what matters to users of the park and what types of demand do we get, for example cutting the grass, pruning of shrubs, organise an event, how many and how often. Having completed this exercise we can identify how effectively we currently meet that need or not, and where we do not, what do we have to do differently to meet that need?

An example may be: a change to structure, roles, resource, plant & equipment, capital investment etc.

To date the case for change has been made and agreed at Director level and at present the parks team are experimenting with work design etc. What does different look like? whilst balancing the cost and or benefits in order to make an informed choice of whether to make it permanent or not.

Contributing to Enfield's Aims:

- Ensuring Every Child Matters – By providing recreational opportunities and access to physical activity to every child in the Borough
- A safer Enfield – The SNPU provides a reassuring presence that promotes feeling safe in the parks and encourage community cohesion
- A healthier Enfield – By creating sporting opportunities, encouraging physical activity and linking with health care providers such as Age concern – Healthy walks programme
- Supporting the delivery of excellent services – By upgrading facilities and striving for continuous improvement in service delivery e.g Achievement of Green Flag accreditation
- Economically successful and socially inclusive – By encouraging investment in sport and using national activities to create community cohesion such as the 2012 Olympic and Paralympic games e.g Tatum park skating track

In making this contribution to the Council's Putting Enfield First Improvement Plan 2008-2011, the service accords to the priorities and aims of :

- Enfield's Future (A Sustainable Community Strategy for Enfield 2007 - 2017)
- The Authority medium term Financial Strategy (capital and revenue).
- Local Area Agreement 2006-2009 (LAA): [Every Child Really Does Matter]
- We contribute to the following LAA targets whether directly or indirectly responsible for:
 - (C18) Increase access to recreational cultural sport and physical activities
 - (C18) Increase number of multi use games areas and other active facilities for children and young people
 - (S30) Increase access to clean safe and green parks and open spaces in deprived areas of the Borough by creating a new green space to include youth facilities in the east of the Borough (Bury Street West).
 - (S30) Increase satisfaction with Parks and Open Spaces by 3% across the Borough.
 - (S31) Increase community participation in the management, maintenance and development of parks and open spaces by working in partnership with private, charitable and voluntary sectors and involving Friends of the Parks groups in regular performance assessments.
 - (S31) Increase the number of Friends of the Parks groups

- (S32) Reduce crime and the fear of crime through the activities of the Safer Neighbourhoods Parks Unit
- (S33) Improve the quality of local parks by increasing the number of parks awarded green flag status

Enfield's Future (A Sustainable Community Strategy for Enfield 2007 - 2017)

The Enfield Strategic Partnership, a multi-agency partnership bringing together key agencies from Enfield's public, private and voluntary sectors, has drawn up the Borough's Community Strategy, Enfield's Future. This ten-year strategy was launched in November 2007 following extensive consultation with partners and members of the public and aims to improve the quality of life for local people by making Enfield one of the best places in which to live, work, study and do business.

The Community Strategy aims to improve the quality of life in Enfield by addressing the seven key issues/challenges of:

- Making Enfield a cleaner and greener borough.
- Building strong neighbourhoods and strong communities.
- Increasing safety and reducing the fear of crime.
- Fostering and developing education, employment, and enterprise.
- Improving health care and access to support services.
- Encouraging resident diversity and community involvement.
- Enhancing the quality and accessibility of local public services.

The strategy states that "the quality of Enfield's parks and public open spaces will be protected and improved, with better access to good quality public open space."

Sustaining Communities in Enfield (Regeneration Strategy to 2015)

Drafted in 2004 by the Enfield Strategic Partnership, Sustaining Communities in Enfield sets out a ten-year regeneration strategy that aims to "promote sustainable social, economic, and community development across the borough, working in partnership to provide opportunities for all sections of the community to improve the quality of their lives and utilise effectively the Council's capital and revenue budgets." The Strategy has been updated to include a ten-year plan for the period 2007-2017.

The Regeneration Strategy will serve as a sub-strategy to achieve the effective delivery of the overall Community Strategy (Enfield's Future).

The strategy identifies 11 priorities, which form the basis of the Regeneration Strategy, two of which relate specifically to open spaces:

- Improving the street scene by improving access to open spaces;
- Improving the quality of life by increasing provision of leisure and cultural activities.

Enriching Enfield (Cultural Strategy)

The Enfield Leisure & Cultural Partnership finalised this ten-year strategy in 2006.

It identifies Enfield Council's vision to have "a thriving community of everyone who lives, works or studies in Enfield," and outlines the Council's plan for meeting the leisure and cultural needs of the Borough's residents.

The strategy proposes that 'leisure and culture' should be expanded to include a wide variety of activities, amenities, and values, including:

- Sports activities, events, facilities and development;
- Children's play and playgrounds;
- Parks, open spaces, wildlife habitats, allotments and gardening, nature conservation, and the countryside.

Everybody Active, Enfield Sport, Physical Activity and Physical Education Strategy, 2009 To 2013

Everybody Active is about making sport and physical activity an important and valued part of everyday life. It is a five year sport, physical activity and physical education strategy for Enfield that sets out our strategic vision and aims for 2009-2013 and identifies priority actions to be resourced and delivered through public, private and third (community and voluntary) sector organisations working together. It builds on the progress made as a result of the previous 'Enfield Sport and Physical Activity Strategy 2005-2008' and identifies new opportunities, including those presented by London 2012

The vision for sport and physical activity in Enfield strategic priorities and aims are:

- Everyone participating in physical activity, everyday
- Educating and inspiring young people to be active
- Providing diverse, exciting and inclusive sport and physical activity opportunities and facilities
- Community led sport and physical activity
- Growing sport and physical activity through 2012
- Creating pathways to success

We will adhere in all we do to the (FIRST) values of the Authority, which are:

- Focussed on customers
- Innovative
- Responsive and fair
- Striving for excellence
- Trained and working together as a team

Responsive to Change, To deliver the objectives of the LEANER programme

- Less bureaucracy
- Eliminate waste and duplication
- Automate what we can
- New ways of working
- Excellent staff and services
- Reduce overheads

Putting our customers and citizens first:

- By providing an economic and effective service that represents best value to the residents of Enfield.
- To strive towards providing a safe, clean and healthy environment in parks and open spaces.
- Valuing staff.
- Communicating effectively, listening and learning from the people we serve.
- Support the department in the development and delivery of ICT and e-systems in order to improve service and achieve government targets.
- Making connections and championing innovation through e-Government in order to improve the service and achieve government targets.

Leading Communities and Building a Better Future:

- Giving a stronger voice to local communities and Enfield as a whole in London and nationally and enhancing decision making and accountability.
- Ensure that parks services are incorporated into wider strategic programmes (e.g. regeneration, health, sustainability, lifelong learning and community safety)
- Promoting safer communities and sustainable development.
- Work towards increasing access to parks and open spaces in areas of the Borough where there is an identified deficiency in open space
- Finding new ways to protect and make the most of Enfield's rich heritage promoting healthier environments and protection of green space.

Working for Social Cohesion:

- Targeting limited resources to where they are needed most.
- Seeking inward investment for Enfield and promoting skills development and high quality employment.
- Developing partnerships with the public, voluntary and private sectors to give everyone a role in improving Enfield.
- Looking for new ways to support and provide services that reduce inequalities and improve social cohesion

Achievements - Reviewing your service – 2008/2009

- Procurement of consultants to produce a draft Parks & Open Spaces 15 year Strategy
- Initial Steering Group formed to provide expert advice and challenge on the draft Parks & Open Spaces 15 year Strategy
- Links and partnership working developed and enhanced with Place shaping, Sustainable Communities and improved liaison with CABE
- Six Green Flag Management Plans updated and submitted for 2009
- 100% increase in Accreditation of Green Flag Awards for 2008 taking the total to six parks.
- Green Flag Improvements carried out in Forty Hall, Grovelands, Oakwood, Town, Jubilee and Pymmes Parks, including high horticultural standards, levels of cleanliness and safety
- Vacancy factor controlled by ensuring robust monitoring of all revenue budgets
- Heritage Lottery Fund application submitted for Forty Hall
- Allotment service review progressing with overhaul of all procedures.
- Successful consultation with site secretaries/ managers/ plot-holders to establish an improved co-ordinated process for both management and resolutions of allotment issues
- Allotment tenants chased for non-payment of plot rentals and pursued in line with new procedures resulting in recovery of £26k bad debt.
- Annual appraisals and regular 1-1's conducted and recorded
- Absence and attendance reviews undertaken together with all sickness recorded on MI Portal
- Health & Safety being embedded into the parks service. Corporate H&S inspections and recommendations being implemented.
- Arboricultural tree surveys undertaken in green flag parks providing documented reports for inclusion in the Management Plans
- Pilot scheme introduced to secure all arboricultural resource to maximise output.
- Enhancement of Elsing Golden Jubilee Park via S106 contributions
- On target to deliver £3.7M capital improvement programme
- Playground refurbishment at Broomfield and Oakwood
- Multi Use Games Area installed in Town Park and Oakwood park
- Bridges refurbished at Forty Hall, Whitewebbs and Millfield
- Restoration of the Poplar Avenue at Oakwood park to its former glory via Tree replacement programme
- Re-instatement work at Gentlemen's Row following revetment works successfully completed and de-silt works at Crown & Horseshoes
- Consultants completed client brief to produce recommendations and outline costs for the restoration of Grovelands Park
- QE2 Stadium Feasibility Study at Enfield Playing Fields completed and project now active with funding allocated
- In Line Skating Refurbishment at Tatem Park resulting in 7 British records being broken as first meeting
- S106 monies allocated to improve Montagu Recreation building with specification completed for tender
- Improved and additional web content resulting in increased user access from 2,000 to 15,000 per month
- Awarded £2.5M pathfinders monies, working with Education to develop 28 new natural play sites

- £770,000 Big Lottery Play Plan Fund awarded to support Children's Play and Community Facilities at Florence Hayes Fields which is a recognised area of deprivation
- Designs completed and out to tender for the development of new and improved facilities at Florence Hayes Recreation ground
- Maximised utilization of sport pitches
- Consolidated income received for Sports pitch lettings by improved systems and recovery of bad debt from £23K to £6K in 2008
- Streamlined procedure created to ensure that procurement for Parks is managed and complies with financial regulations
- Restructure of the cemeteries operations posts to streamline and strengthen team working and service provision.
- Health & Safety assessments undertaken to ensure improved methods of working and safety levels for staff and public using the cemeteries
- Two year extension of the cemeteries contract for grounds maintenance and grave digging.
- Tender process completed and computerised cemetery records management system being implemented
- Benchmarking undertaken with other local authorities and recommended Fees & charges report submitted to central finance
- 20 Groups signed up to the Friends of Parks Agreement
- LAA pump priming underspend monies awarded to support Health Walk programme until end of 2008
- £10k funding to signed up Friends of Parks Groups successfully allocated
- Junior citizenship Multi-agency scheme attended to promote environmental issues and work of the Outreach staff
- Conservation classes delivered in deprived area in partnership with Friends of Pymmes park and Outreach
- Successful bids awarded to Friends of Town Park and Montague recreation ground totalling £16,700 from Safer & Stronger Communities Board funding
- Arnos Park selected for shortlisting of Mayors Priority park fund for £400k.
- In response to climate change sustainable and drought tolerant planting implemented within communities, schools, verges and highways
- Enfield in Bloom achieved two 'Silvers' Best Front Garden and Best Town Centre, awarded high 'Silver Gilt' Best large City Borough, achieved two Awards in 'Conservation Foundation' Green Corners and the Wakefield Cup in the London Garden Society
- Partnership working with Highways on designated sponsored Adopt a flower bed' sites reviewed and completed
- High profile of Enfield in Bloom achieved by maximum press coverage
- SNPU patrols reduced fear of crime by 1% according to Citizen's Panel survey
- SNPU more responsive to public need by the introduction of a duty phone which enables park staff and concessionaires to obtain a rapid response.
- The successful renegotiation of the SNPU/SNEU contract with the Metropolitan police producing cost effective savings for Parks
- Improved usage and fee income levels for Whitewebbs golf course
- Litter, detritus and graffiti removed promptly, efficiently and effectively thus contributing to NI195
- Key corporate buildings and sites maintained to a high standard
- Increased perception of operational staff personal safety

- Parks Operational staff morale increased due to a representative working group involved in new working arrangements with Systems Thinking review

Area of Focus for 2009/2010 - Objectives/Key outcomes including New & Significant Changes identified for 2009/2010

Strategic objectives only listed - other objectives contained within work programme

- To produce a Parks & Open Space 15 year Strategy with a detailed action plan with financial costings
- To realign the service in light of the joint delivery of Parks and Property under one Assistant Director
- To consider the recommendations from the systems thinking review and implementation of smarter work practices
- To control the revenue budgets to meet the efficiency savings for 09/10 by ensuring robust monitoring of all revenue budgets
- To ensure the smooth transition of single status
- To draw up a new 3 year capital parks infrastructure programme in order to implement recommendations from the parks & Open Spaces 15 year Strategy
- Completion of the Allotment Review and production of a draft Allotment Strategy
- To maintain Green Flag accreditation for six main parks
- To ensure that Health & Safety / Risk Assessments are embedded into the parks service
- Work in partnership with Property, Finance and legal in order to review and maximize income from the Parks
- Work in partnership with Property to ensure that Parks Assets are realised and exploited through implementing a Parks Assets management strategy
- Working in partnership with internal and external partners to achieve common objectives
- To actively pursue all avenues of external funding to supplement the parks revenue and capital budgets
- Marketing Strategy to be undertaken and budget assigned
- To work in conjunction with Property Services and Highway services to take forward proposals for new Environmental Park at Bury Lodge
- To ensure that Equal Opportunities are embedded into the parks service
- To ensure Whitewebbs golf course is cost effective and/or explore alternative usage.
- To secure alternative accommodation facilities for Parks operations in order that the New park at Bury Lodge can proceed
- To review the Outreach and Enfield in Bloom services
- To deliver year 3 of the current Parks Capital Infrastructure programme

Consultation recently undertaken and Planned Consultation in 2009- 2010

The Parks service consult with its customers in many ways, i.e. feedback questionnaires on M3 complaint system, meetings with Allotment site secretaries, Friends Forums ,Representation at SAFE meetings etc.

Outcomes of Consultation 2008/2009

Key Outcomes of Consultation	As A Result Changes to Services/ Contribution to Target Setting
<p>1. Parks & Open Space Strategy Commissioned to create a 15 year Strategy to provide a vision and action plan for enhancement of the parks & Open spaces</p>	<ul style="list-style-type: none"> • Visioning day held in October for Friends of Parks Chairs, internal and external stakeholders. Views and suggestions used to inform the draft strategy. • 3 progress consultation meetings with internal stakeholders to inform the draft strategy • Individual meetings held with Members to obtain political views • Member briefing to be held in March which will inform final draft prior to full major consultation in April/May • The strategy will provide the vision for the future and the public's views will contribute towards enhancement of public spaces
<p>2. Friends of park Forum</p>	<ul style="list-style-type: none"> ▪ Engaging Friends on the development and management of the parks and providing information on the proposed Parks & Open Spaces Strategy and Vanguard Review. ▪ Built on previous consultation and provided further information on both Strategy and New System review. Enabled Friends to gain an knowledge and understanding of possible future management systems.

Complaints/Comments Received	As a result Changes to Services Contribution to Target Setting
<p>In analysing the M3 complaint system it was established that a considerable amount of enquiries/complaints were still being coded as 'other'. A sample was examined and reclassified. To minimize incorrect coding additional categories will be added to the system with the staff receiving the appropriate training. In addition as part of the Vanguard review all M3 enquires were examined and reclassified.</p> <p>The top six areas of complaints, in particular order, regarding Parks and open spaces services were</p>	
<p>1. Grounds maintenance</p>	<ul style="list-style-type: none"> • In conjunction with the Vanguard review mentioned above proposals to review site features and to apply the necessary horticultural skills and resources to ensure the site is presented to the required standard. • All sites previously maintained to outdated CCT specifications. Now working towards individual site detail and specifications to improve standards

Key Outcomes of Consultation	As A Result Changes to Services/ Contribution to Target Setting
3. Friends of Parks consultation and launch of new funding round	<ul style="list-style-type: none"> ▪ Revised criteria from last year and a streamlined and improved bidding system and application form. ▪ Funding surgeries arranged and facilitated by Outreach team. ▪ Funds recorded and procurement procedures followed to procure successful bids more swiftly
4. Consultation of the future development of Enfield Town park [boating lake area]	<ul style="list-style-type: none"> • Evidence of difference ideas that residents would like to see for the use of the former boating lake area • Evidence of need will support future funding applications for the development of the area. • Assist in the retention of the Green Flag status for the park
5. Allotment Review The Allotment service is currently undertaking a review to improve the service	<ul style="list-style-type: none"> • A questionnaire was sent out to all allotment holders at the start of the review and as a result the terms and conditions and tenancy agreement have been amended specifically to address issues raised with antisocial behaviour and discrimination. • Members have been involved and the Allotment Scrutiny panel facilitated a consultation with Site Secretaries- with further amendments to documentation clarifying the role and service.

B		Complaints/Comments Received	As a result Changes to Services Contribution to Target Setting
2. General Enquiry			These include non specific requests for information which would be passed through the M3 system, allocated and responded to by the appropriate officer within 10 days. No change to the service is required
3. Trees			<ul style="list-style-type: none"> • A tree strategy has commenced with initial focus on prospective green flag parks which will be rolled out across all parks in future years. • Resources allocated to tree maintenance have been reviewed and from existing resources a 6-man team has been established dedicated to arboricultural works. • Re-assessing skills of parks staff with a view to assisting with minor tree tasks eg tree planting, epicormic growth removal
4. Residents locked in parks Timely locking & unlocking of park gates			<ul style="list-style-type: none"> ○ Revised risk assessment completed by Corporate H&S ○ Mobile phones now available to assist communication with duty officers and comply with safe systems of work [lone worker] ○ Major review being undertaken to ascertain whether all parks need to be locked or just selected parks subject to Member decision ○ 2009/10 pilot scheme to be considered for SNPU to lock selected parks

Key Outcomes of Consultation	As A Result Changes to Services/ Contribution to Target Setting																
<p>6. Customer Surveys Identifies variable levels of performance throughout the year. Monthly survey – low levels of service request from certain groups i.e young people</p>	<ul style="list-style-type: none"> Increased focus on important aspects of service in the parks being communicated to all staff to improve customer service. Statistics show that customer satisfaction has increased as follows; <table border="1"> <tr> <td>Average</td> <td>08/09</td> <td>07/08</td> <td>06/07</td> </tr> <tr> <td>Parks service</td> <td>75%</td> <td>72%</td> <td>61%</td> </tr> <tr> <td>Parks</td> <td>72%</td> <td>69%</td> <td>59%</td> </tr> <tr> <td>Allotments</td> <td>78%</td> <td>75%</td> <td>63%</td> </tr> </table> Top 6 complaints addressed in table opposite. 	Average	08/09	07/08	06/07	Parks service	75%	72%	61%	Parks	72%	69%	59%	Allotments	78%	75%	63%
Average	08/09	07/08	06/07														
Parks service	75%	72%	61%														
Parks	72%	69%	59%														
Allotments	78%	75%	63%														
<p>7. Citizens Panel Survey/ Enfield residents survey Conducted on behalf of the Council by Ipsos MORI.</p>	<p>How safe do you feel when using the park 86% felt safe: [63% felt fairly safe, and 23% felt very safe.] see note on Anti-social behaviour No 5.</p> <p>What problems are perceived in parks 67% of residents cited dog mess /dogs not under control as being the highest concern. SNPU are in 2009 prioritising resources to engage park users in responsible dog ownership</p> <p>What additional facilities would you like to see in parks 49% said toilets and 47% said cafes Both these are scheduled within the capital programme, toilets for improvement and funds for new cafes.</p>																
<p>8.Consultation of Service Centre Plan</p>	<ul style="list-style-type: none"> Regular consultation via team meetings and discussion on content and objectives for 2009/10 including session on Equalities 																
<p>9. Revision of the 1968 Bylaws Proposed new</p>	<ul style="list-style-type: none"> Ongoing from 2006/7 up to date legislation and penalties 																

B		Complaints/Comments Received	As a result Changes to Services Contribution to Target Setting
	5. Anti-social Behaviour/ Vandalism		<ul style="list-style-type: none"> SNPU prioritise anti-social behaviour Anti-social behaviour has decreased in 2008 with SNPU stats evidencing a reduction in the numbers of arrests and verbal warnings In 2009 Enfield will be the second borough to adopt a warning system to youth offenders based on 3 tier warning system.
	6. Litter		<ul style="list-style-type: none"> Pilot scheme of recycling bins being introduced at 2 main football sites and 2 Green Flag parks to encourage responsible litter disposal. Considering creating dedicated litter picking operatives in line with street cleansing guidelines <ul style="list-style-type: none"> Ongoing intelligence led litter patrol targeted areas by PCSO's.
			<ul style="list-style-type: none">
			<ul style="list-style-type: none">

Key Outcomes of Consultation	As A Result Changes to Services/ Contribution to Target Setting
byelaws will provide up-to-date powers and penalties of enforcement	<ul style="list-style-type: none"> Remove unnecessary restrictions e.g 'no ball games allowed', one open space for model airplanes. Majority of comments from consultation positive apart from a minority of residents from Broomfield park which were fully addressed in 2007 Due to a change of wording suggested a third consultation period necessary Byelaws to be implemented by August 2009
	▪

B		Complaints/Comments Received	As a result Changes to Services Contribution to Target Setting
			•

Planned Consultation for 2009-2010

Name of department & service centre	Title of Consultation	Anticipated Start Date of Consultation	Anticipated End Date of Consultation	Stakeholders to be Consulted	Method of Consultation	Contact Name and Contact Details (email)
Parks & Open Spaces	Parks Green Space Strategy	October 09	October 10	Residents, Stakeholders, Council groups	Postal, meetings Website	Leila.Biscoe@enfield.gov.uk DMT
Parks & Open Spaces	Allotment Review	Ongoing Commenced August 07	March 2010	Plot holders, Stakeholders, Site Secretaries /Managers Allotment Association Scrutiny	Questionnaire Postal, meetings	Graham. Deal@enfield.gov.uk
Parks and Open Spaces	Customer satisfaction	Monthly ongoing		Persons making service requests	Postal questionnaire	Tracey.Hollingworth@enfield.gov.uk

Name of department & service centre	Title of Consultation	Anticipated Start Date of Consultation	Anticipated End Date of Consultation	Stakeholders to be Consulted	Method of Consultation	Contact Name and Contact Details (email)
Parks and Open Spaces	Enhanced facilities for Trent park visitor centre	Spring 2009	Autumn 2009	Friends of the Park / park users	Surveys, Website and attendance at meetings	Shirley.scott@enfield.govuk
Parks & Open Spaces	Funding sessions arranged and facilitated by Outreach team	April 2009	July 2009	Friends Groups	Meetings	Shirley Scott@enfield.gov.uk
Parks & Open Spaces	Park user surveys	Summer 2009	Winter 2009	Park users	Surveys	Shirley Scott@enfield.gov.uk
Parks & Open Spaces	Revision of the 1968 Bylaws	Spring 2009	Mid Summer 2009	Residents/park users/ all	Newspaper - advertisement	James.Downing@enfield.gov.uk
Parks & Open Spaces	Parks facilities e.g [MUGA] to reduce anti-social behaviour	April 2009	Ongoing	SAFE meetings, Fire Brigade, Police, Internal Council depts.. Friends Groups	Meetings	James.Downing@enfield.gov.uk
Parks & Open Spaces	New park development at Bury Lodge	June/July 2008	2009/10	Residents	Planning consultation	Tony.Corrigan@enfield.gov.uk
Parks & Open Spaces	Fear of crime perceptions	April 2009		Residents / park users	Citizens panel	James.Downing@enfield.gov.uk
Parks & Open Spaces	Facilities in Parks & Open Spaces	April 2009		Residents / park users	Citizens panel	Shirley.scott@enfield.govuk

BOOK 2: KEEPING YOUR SERVICE PLANNING ON TRACK

- Performance Indicators/ National indicators (PIs) that link to your service
- Major Projects
- Service/team work programme (action plan) for 2009/2010
- Health & Safety for 2009/2010
- Equalities
- Learning & Development including workforce planning
- Key resources
- Property
- Value for money
- Risk Management
- SWOT analysis
- Declaration of Data quality
- Scheme of Delegation

Local & National Indicators (NIs)

Please note that PI information not currently available and will be updated end of February/march when PI co-ordinator has figures

PI. Ref No. (e.g. NI, LAA etc.)	Description	Actual	Actual	Target	Actual	Future Targets (If applicable)		
		06/07	07/08	08/09	08/09	09/10	10/11	11/12
LAA S30	Increase satisfaction with parks and open spaces by 3% across the Borough		75%	78%	76%	N/A	N/A	N/A
LAA S31	Increase number of 'Friends of the parks' groups	0	13	14	15 target already exceeded	N/A	N/A	N/A
LAA S32	Reduce crime and the fear of crime through the activities of the Safer neighbourhoods parks unit. i) Recorded crimes in or just outside parks	402	402	Not set		N/A		
	ii) Percentage that feel safe in parks	N/A	Set baseline 79%	80%	N/A	N/A		
LAA S33.	Improve the quality of local parks by increasing the number of parks awarded green flag status	1	4	6	6	N/A		
NI199	Children and young people satisfaction with parks and play areas				50% (Tellus survey)			
NI 21	Dealing with local concerns about anti-social behaviour and crime issues by the local council and police					TBC		
NI 6	Participation in regular volunteering				Place survey	TBC		
NI 8	Adult participation in sport and active recreation.				Place survey	TBC		
Objective 1 e[v]	Percentage who feel that their local park is better than 12 months ago	N/A	N/A		15% said had got better	25%		
The source of information was Citizens Panel Spring 2008. In the same information 62% reported that their park was no better or worse than 12 months ago.								

PI. Ref No. (e.g. NI, LAA etc.)	Description	Actual	Actual	Target	Actual	Future Targets (If applicable)		
		06/07	07/08	08/09	08/09	09/10	10/11	11/12
NI 195	Improved street and environmental cleanliness (levels of litter, detritus, graffiti and fly posting)	The following ESP indicators form part of NI 195 and are most relevant to Parks. They should probably be renamed PSEPI rather than ES PI's. CAA/ LAA targets as follows Litter - 2009/10 = 11%, 2010/11 = 10% Graffiti - 2009/10 = 7%, 2010/11 = 5%						
ESPI 6a Rename PSE PI 6a]	The proportion of relevant parks and open spaces that is assessed as having combined deposits of litter and detritus that fall below an acceptable level	6%	19.6%	10%	6%	9%	8%	
07/08 estimated performance based on position after 2 out of 3 tri-annual surveys. 6% - 19.6% caused by different methodology being applied. Survey methodology changed from 2008/9. Edging in parks being addressed more regularly in order that detritus can be minimized. Figures based on recreation area from NI195 first two surveys from 08/09								
ESPI 6b Rename PSE PI6b]	The proportion of relevant parks and open spaces from which unacceptable levels of graffiti are visible	3%	2%	5%	17%	3%		
07/08 estimated performance based on position after 2 out of 3 tri-annual surveys. Survey methodology changed from 2008/9 A dedicated 3 person graffiti team was created in April 2008 within EP&R. Figures based on recreation area from NI195 first two surveys from 08/09. First survey 23% and 2 nd 10% so third may decrease more.								
ESPI 6c Rename PSE PI 6c]	The proportion of relevant parks and open spaces from which unacceptable levels of fly posting are visible	0%	1%	0%	1%	1%	1%	
07/08 estimated performance based on position after 2 out of 3 tri-annual surveys. Survey methodology changed from 2008/9								
NI 197	Improved local biodiversity active management of local sites	N/A	N/A	N/A	N/A	TBC	TBC	TBC
Note for NI 197 Parks is to be represented on the Biodiversity Planning Group led by Jane Berger, Placeshaping dept.								

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Major Projects/Programmes for the future or those already started

Title of Project (including brief description)	Start Date	End Date	Project Lead
To produce a Parks & Open Space 15 year Strategy	August 2008	October 2009	Leila Biscoe
To consider the recommendations from the systems thinking review and implementation of smarter work practices	November 2008	December 2009	Doug Shipwright
To draw up a new 3 year capital parks infrastructure programme in order to implement recommendations from the parks & Open Spaces 15 year Strategy	July 2009	November 2009	Tony Corrigan /Leila Biscoe
Completion of the Allotment Review and production of a draft Allotment Strategy	August 2007	March 2010	Graham Deal
Preparations of Green Flag Management Plans	December 2009	February 2009	Tony Corrigan
To work in conjunction with Property Services and Highway services to take forward proposals for new Environmental Park at Bury Lodge	December 2009	Ongoing	Tony Corrigan
To review current accommodation facilities for Parks operations	April 2008	TBC	Head of Parks/Property
To upgrade the cemetery management IT systems by computerising the recording of burials and other interments	Ongoing	March 2010	Melina Vetere
Playground refurbishment at Arnos and Pymmes	May 09	July 09	
Installation of new Multi User games Unit [MUGA] Ponders End and Tottenhall		July 09	Tony Corrigan
Upgrade Montague Recreation Building	March 09	June 09	David Breckenridge
Big Lottery Funding Play Project to develop a new childrens play centre and adventure playground on the Florence Hayes Recreation Ground	April 09	October 09	Glinys Hilbourne
Refurbish Broomfield, Oakwood & Trent Park Toilets	November 08	April 10	David Breckenridge
Play Pathfinders Project. The Council has received £2.5m Play Pathfinders funding to create 28 new natural play sites across the borough improving the provision and access to exciting and challenging play areas	January 09	March 09	Glinys Hillborne

Service/Team Work Programme for 2009– 2010

Ref. No.	Key Objectives/ Tasks for the Service	Action	Target date	Outcome sought	Lead Officer	Identified Service pressures
Aim 1a] Aim 5c]	Strategic Business & Development: To produce a Parks & Open Space 15 year Strategy	<ul style="list-style-type: none"> • Draft Strategy to be on full public consultation for 3 month period. • Marketing of Strategy for consultation /Website including interactive CD, then final Strategy • Final Strategy to be endorsed by Strategic corporate bodies, CMB, Cabinet, Scrutiny and then adopted by Full Council • Finalise Steering Group to include cross-council departments • .Integrate other strategies such as Allotment Strategy, Events Strategy into Parks & Open Space Strategy and implement 	<p>April/May 2009</p> <p>April- /October 2009</p> <p>July – October 2009</p> <p>October 2009</p> <p>October 2009 ongoing</p>	A policy document that reflects the changing needs of the environment and community that provides direction for the next fifteen years and an action plan for the first 5 years	Leila Biscoe Head of parks & Open Spaces when appointed]	Procurement rules Member decision Corporate Restructure
Aim 1c] 1f] 5c]	Strategic Business & Development: To realign the service in light of the joint delivery of Parks and Property under one Assistant Director	<ul style="list-style-type: none"> • To investigate synergies • Possible restructure • To review the Outreach and Enfield in Bloom services • Regular liaison meetings • Understanding of objectives and Member expectation 	April 2009-ongoing	<p>To ensure co-ordination of practices to complement and dovetail provision within the borough.</p> <p>Shared vision</p> <p>Maximise resources</p>	Leila Biscoe Parks Management Team [PMT]	

Ref. No.	Key Objectives/ Tasks for the Service	Action	Target date	Outcome sought	Lead Officer	Identified Service pressures
Aim 1a] Aim 5c]	Strategic Operations To consider the recommendations from the systems thinking review and implementation of smarter work practices	<ul style="list-style-type: none"> Understanding the demand from individual parks to assess resources Undertake trial areas to identify waste in systems Review machinery and equipment currently in place with the intention of introducing more modern relevant equipment Write up a parks grounds maintenance management plan for each park. Assess whether the number of employees is sufficient to meet demand 	Complete by December 09	<p>Improved standards and quality of all parks and open spaces</p> <p>Maximise efficiency from current resource</p> <p>Improve communication and relationships with park users</p> <p>Adopt get it right first time and minimise failure demand</p> <p>Improve and streamline the links between the PBU and operational staff in relation to sports pitch bookings</p> <p>Positive workforce that adopts the approach of systems thinking</p>	Doug Shipwright	Attitude of staff Budget efficiencies Member support HR Operations Managers time
Aim 5c	Strategic Business & Development: To control the revenue budgets to meet the efficiency savings for 09/10 by ensuring robust monitoring of all revenue budgets	<ul style="list-style-type: none"> Monthly monitoring of all revenue budgets Re-aligning budgets to realise efficiency savings To re-align budgets within the 10/11 revenue estimates to meet the needs of the service 	April 09- March 10	To meet the cash limited budget for 08/09	Leila Biscoe Doug Shipwright Budget Holders	Resources
Aim 5c]	Strategic Operations : To ensure the smooth transition of single status	<ul style="list-style-type: none"> Facilitate meetings and ensure that communication is clear and ongoing Job descriptions to be revised to comply with single status 	April 09 – July 09	<p>Staff to fully understand the implications of single status</p> <p>Staff to accept revised terms and conditions</p> <p>Simplified salary analysis</p>	Leila Biscoe Doug Shipwright	

Ref. No.	Key Objectives/ Tasks for the Service	Action	Target date	Outcome sought	Lead Officer	Identified Service pressures
Aim 1a]	Strategic Business & Development: To draw up a new 3 year capital parks infrastructure programme in order to implement recommendations from the parks & Open Spaces 15 year Strategy	<ul style="list-style-type: none"> • Draw up projects that have been included within the Parks & Open Spaces Strategy • Ensure all documentation is ready in advance of Capital programme Board with justification 	June 09- Nov 09	<p>Secured funding to deliver recommendations from the parks & Open Spaces Strategy</p> <p>Secured funding to deliver improved infrastructure</p>	Tony Corrigan PMT	
Aim 1a] Aim 5c]	Strategic Business & Development: Completion of the Allotment Review and production of a draft Allotment Strategy	<ul style="list-style-type: none"> • To finalise the review of the allotments service • To ensure Scrutiny Panel is updated • Sign off of Delegated Authority report to write off the bad debt of previous years. • A draft Allotments Strategy presented for agreement 	01/04/08 - 31/03/09	<p>A service that is cost effective and meets users needs.</p> <p>Compilation of an allotments strategy which will feed into the Parks & Open Space Strategy</p>	Graham Deal	Scrutiny Panel Member decision
Aim 1a] Aim 5c]	Strategic Business & Development: Green Flag Management Plans	<ul style="list-style-type: none"> • To update six current management plans • To write further plans as determined by Members and resource levels. • Complete preparations for 2010 submissions 	01/09/09 - 31/01/10	Accreditation of Green Flag Awards	Tony Corrigan	Resources Friends co-operation
Aim 1a] Aim 5c]	Strategic Business & Development: Green Flag accreditation	<ul style="list-style-type: none"> • To ensure action plans are monitored and all actions carried out within timescale. • To ensure all actions from previous inspections are cleared, works recorded and conducted 	01/4/09 - June/09	Green Flag improvements are undertaken in order to achieve accreditation	Leila Biscoe/ JamesDowning Tony Corrigan D. Shipwright All Parks staff	Resources

Ref. No.	Key Objectives/ Tasks for the Service	Action	Target date	Outcome sought	Lead Officer	Identified Service pressures
Aim 1a] Aim 5c]	Strategic: To ensure that Health & Safety / Risk Assessments are embedded into the parks service	<ul style="list-style-type: none"> • Risk assessments updated • To work with Corporate H&S representative and service managers to ensure implementation of Health and Safety inspections and recommendations • Monitor premises controllers manuals • PAT testing for all sites with parks dedicated trained officer • Significant work required in order to implement the audit recommendations and ensure successful audit inspections • Business Continuity forms to be updated 	April 2008 ongoing	<p>To comply with corporate requirements</p> <p>To improve the Health and Safety of the service and reduce the Authorities potential liability and level of risk</p> <p>Business Continuity in place</p>	James Downing	Time resource Property
Aim 1c] 1f] 5c]	Strategic Business & Development: Work in partnership with Property, Finance and legal in order to review and maximize income from the Parks	<ul style="list-style-type: none"> • Secure resource from Property to renegotiate all outstanding rent/leases • Water stops to be turned off on all allotments – Nov- March obtaining accurate meter readings • Action plan to be drawn up and secure sign up from all parties with regard to the progressing the recommendations from the Parks Strategy 	Ongoing	<p>Maximise income from Parks portfolio</p> <p>Identify opportunities for new franchises.</p> <p>To ensure co-ordination of practices to complement and dovetail provision.</p>	Leila Biscoe Tony Corrigan	Property Resources Finance Legal

Ref. No.	Key Objectives/ Tasks for the Service	Action	Target date	Outcome sought	Lead Officer	Identified Service pressures
Aim 1c] 1f] 5c]	Strategic Business & Development: Work in partnership with Property to ensure that Parks Assets are realised and exploited through implementing a Parks Assets management strategy	<ul style="list-style-type: none"> Action plan to be drawn up and secure sign up from all parties with regard to the progressing the recommendations from the Parks Strategy Parks Asset Management Plan to be drawn up by procuring consultants 	Ongoing	<p>Maximise income from Parks portfolio</p> <p>Identify opportunities for new franchises.</p> <p>To ensure co-ordination of practices to complement and dovetail provision.</p>	Tony Corrigan Leila Biscoe	Property Resources Finance Legal
Aim 5c]	Strategic Business & Development Working in partnership with internal and external partners to achieve common objectives	<ul style="list-style-type: none"> To actively pursue all avenues of external funding to supplement the parks revenue and capital budgets 	Ongoing	<p>A portfolio of externally funded projects</p> <p>Nationwide objectives ie Health agenda being jointly achieved</p>	Shirley Scott	
LAA S30	Strategic Business & Development: To work in conjunction with Property Services and Highway services to take forward proposals for new Environmental Park at Bury Lodge.	<ul style="list-style-type: none"> Set up project Board meeting, managed by PSE To ensure that Parks views and needs are reflected in the design Conceptual drawings showing ground layout Working in conjunction with the World Wildlife fund Consultation with Education 	April 2009 ongoing	<p>Nature reserve used for Educational purposes and creation of a new resource for the local community</p> <p>Enhanced wildlife habitat within the park and along the river corridor</p> <p>Significant reduction in flood risk to over 2,000 properties</p>	Tony Corrigan	Resources Communication

Ref. No.	Key Objectives/ Tasks for the Service	Action	Target date	Outcome sought	Lead Officer	Identified Service pressures
Aim 1a] Aim 5c]	Strategic Assets & Projects Forty Hall Estate - HLF bid	<ul style="list-style-type: none"> To attend meeting of the Project Board [set up managed through Cultural Services]. 	Ongoing	If successful at stage 1 to work up stage 2 of the Application to Heritage Lottery Funding	Tony Corrigan	Across all departments External Consultants
Aim 5c	Strategic; To ensure that yearly appraisals and regular 1-1's are conducted and recorded	<ul style="list-style-type: none"> Schedule of appraisals. Yearly appraisal undertaken, recorded on MI Portal and submitted to HR ½ yearly updates undertaken and recorded on MI Portal 	April 2009 ongoing	<p>All staff receive and participate in regular appraisals.</p> <p>Agree objectives Improved communication Share vision Regular update on progress and/or problems</p> <p>Compliance with Corporate procedures</p>	PMT Managers	
Aim 5c	Strategic: Ensure absence and attendance reviews are undertaken with staff reaching trigger levels and to record all sickness on MI Portal	<ul style="list-style-type: none"> Record all sickness on MI Portal Undertake interviews as required as defined in the LBE Absence and Attendance Policy 	April 2009 ongoing	<p>Ensure that full compliance with the Absence and Attendance policy is adhered to.</p> <p>Reduced sickness levels</p>	PMT Managers	
Aim 5c	Strategic: To ensure that Equal Opportunities are embedded into the parks service	<ul style="list-style-type: none"> Evidence for Level 4 compiled and stored electronically Risk assessments updated 	April 2009 ongoing	<p>To meet Level 4</p> <p>To comply with corporate requirements</p>	James Downing	

Ref. No.	Key Objectives/ Tasks for the Service	Action	Target date	Outcome sought	Lead Officer	Identified Service pressures
Aim 1a]	Strategic Operations Assets & projects: To ensure Whitewebbs golf course is cost effective and/or explore alternative usage.	<ul style="list-style-type: none"> To undertake a review of all operations To assess recommendations from proposed audit of golf course 	Ongoing	<p>A commercially viable service.</p> <p>Compliance with Internal audit and adherence to health and safety procedures</p>	<p>External consultant</p> <p>Doug Shipwright</p>	<p>F&CR property</p> <p>Members</p> <p>Financial</p> <p>Internal Audit</p>
LAA S30	Strategic Operations: To review current accommodation facilities for Parks operations	<ul style="list-style-type: none"> To work in conjunction with Property Services to review existing park facilities 	Ongoing	Suitable alternative accommodation realised and funding agreed for renovation if decision is that depots in parks are utilized.	<p>Doug Shipwright</p> <p>Head of Property</p>	
Aim 1a]	Strategic Operations Review future arrangements for disposal of dog waste. Tender dog waste collection contract for parks and ensure that other public realm parties are invited to use future contract	<ul style="list-style-type: none"> Report on options for in-house operation for dog waste to be included within normal waste stream Work in conjunction with Housing and Highways if considering re tendering 	<p>September 2009</p> <p>April 10</p> <p>Ongoing</p>	<p>Efficient, effective dog waste collection that meets public demand</p> <p>Efficiency savings</p>	<p>T. Corrigan</p> <p>D. Shipwright</p>	<p>Contract terms</p> <p>Members view</p> <p>Public view</p> <p>Waste services</p>
Aim 5c]	Strategic Business continuity plans to be reviewed	<ul style="list-style-type: none"> Review all plans already drawn up and update appropriately Draw up plans for sites that have not yet completed any 	March 2010	Will enable the Council to manage the risks involved in change as it modernises its service delivery within the government framework.	James Downing	

Ref. No.	Key Objectives/ Tasks for the Service	Action	Target date	Outcome sought	Lead Officer	Identified Service pressures
Aim 1a Aim 5c	Allotments To progress the review and revise all documentation	<ul style="list-style-type: none"> ▪ Crosscheck Revised 2008 signed tenancy agreements from plot holder. ▪ Review remaining documentation <ul style="list-style-type: none"> ○ Plot holders brochures ○ Standard letters ○ Site Secretaries manual/rules ▪ To maximise allotment occupancy and develop promotional campaigns 	April 09 March 2010	<p>Records are correct and accurate</p> <p>Updated information and clarification for plot holders</p> <p>Maximise income Increase in satisfaction levels</p>	Graham Deal	
Aim 1a Aim 5c	Allotments Review, revise and collate policy and documentation to work towards production of a 5 year allotment strategy	<ul style="list-style-type: none"> ▪ To collate information relating to policy from the information gained during the review ▪ To visit other authorities and ascertain intelligence from their reviews/ service provision ▪ Benchmark against other authorities 	April 09 March 2010	Compilation of an allotments strategy which will be an addendum to the Parks & Open Space Strategy	Graham Deal	
Aim 1a Aim 5c	Allotments To identify future development where money should be invested, as well as recommendations for improving the design, refurbishment, maintenance and day-to-day management of the allotment sites	<ul style="list-style-type: none"> ▪ Assess sites that can be identified for sale and reinvestment into the allotment service in order to improve standards ▪ To collate information relating to condition of sites from the information gained during the review ▪ To visit other authorities and ascertain intelligence from their reviews/ service provision ▪ To analyse information resulting from meetings with Site Secretaries 	April 09 March 2010	To identify future development where money should be invested, as well as recommendations for improving the design, refurbishment, maintenance and day-to-day management of the allotment sites	Graham Deal	

Ref. No.	Key Objectives/ Tasks for the Service	Action	Target date	Outcome sought	Lead Officer	Identified Service pressures
Aim 1a Aim 5c	Allotments Consultation with site secretaries/ managers and establish 6 monthly meetings	<ul style="list-style-type: none"> ▪ Assist in consultation for Allotments Strategy ▪ Establish improved relationships and partnership working for both management and resolutions of issues 	April 09 March 2010	To establish an action plan for recommendations within the Strategy		
Aim 1a Aim 5c	Allotments To investigate possibilities for consolidating management provision of Allotments	<ul style="list-style-type: none"> ▪ To instigate discussion between Parks and Property as to one department providing the management of all allotments ▪ To explore self management v's Council management in certain cases ▪ Investigate Grant funding for leased sites ▪ To set out ground rule regarding contractual work for water ▪ To assess demand on sheds, either for repair or cease rental 	April 09 March 2010	<p>A streamlined provision of allotments</p> <p>Improved management of site</p> <p>To provide a continuity of provision between leased and parks provision</p> <p>Best value provision for either: self management, leased or council managed provision dependent on outcome of review</p> <p>To gain control of work carried out from commission to completion</p>		
Aim 1a Aim 5c	Allotments To implement a vegetable garden in a park (Jubilee Park)	<ul style="list-style-type: none"> ▪ To involve local schools (2) and interested parties in local food production and how easy it can be to grow your own. 	September 2009	To provide education for schools and the local community, how vegetables can be grown and possible expansion into further parks, involvement with the local community.	Graham Deal	

Ref. No.	Key Objectives/ Tasks for the Service	Action	Target date	Outcome sought	Lead Officer	Identified Service pressures
Aim 1a]	Arboriculture: To produce a strategy for the management and maintenance of all trees in allotments, cemeteries, parks and open spaces	<ul style="list-style-type: none"> To continue to conduct a tree survey recommending appropriate action. 	Ongoing – 31/03/10	A documented audit of trees and a scheduled programme of works	Alex Campbell	
Aim 1a]	Arboriculture: To contribute to the development of the Green Space Strategy with special regard to arboricultural aspects and in recognition of climate change	<ul style="list-style-type: none"> To be a member of the Steering Group and provide expert advice on matters appertaining to Arboriculture 	On going - 31/03/10	Compilation of a Tree Strategy which will be an addendum to the parks & Open Space Strategy	Alex Campbell	
Aim 1a]	Arboriculture: To seek out external funding opportunities to take forward tree projects	<ul style="list-style-type: none"> To investigate grant funding to support arboricultural projects in parks and open spaces with particular emphasis on woodland management 	Ongoing 31/03/10	To enable the undertaking of identified arboricultural work requirements that cannot be resourced from existing available funding	Alex Campbell	
Aim 1a)	Assets and projects To continue to work in conjunction with Property and Income on the Parks portfolio in order to maximize income.	<ul style="list-style-type: none"> To encourage meetings to discuss Parks Property portfolio progression To provide information as requested To monitor and provide matrix of rents received 	On going - 31/03/09	<p>A policy that is followed and implemented</p> <p>Rents/leases revised and renewed at market value</p> <p>Maximize income</p>	Tony Corrigan	Property Services resource levels and priorities

Ref. No.	Key Objectives/ Tasks for the Service	Action	Target date	Outcome sought	Lead Officer	Identified Service pressures
Aim 1a Aim 1f]	Assets and projects: To improve the utilisation of land, buildings and facilities by the progression of the following projects	<ul style="list-style-type: none"> To review the parks property portfolio 	On going - 31/03/09	Improved utilisation – improved income	Tony Corrigan	Property Services Finance
Aim 1a Aim 1f]	Assets and projects Aerial Trek at Trent Country park.	<ul style="list-style-type: none"> Confirmation from Procurement that not under European law. Specification to be worked up and forwarded to interested parties 	31/3/10	New high trees adventure facility at Trent Park	Tony Corrigan	3 rd Parties
Aim 1a Aim 1f]	Assets and projects Montagu Environmental Park	<ul style="list-style-type: none"> Opportunity to create Environment Park. level of s106 funding Agency has carried out local consultation Opportunity to create BMX track 	31/3/10	To form part of the flood alleviation plans for Montagu Park with new culvert. Possible inclusion of BMX track within development.	Tony Corrigan	Environment Agency Highways
Aim 1e]	Assets & Projects To investigate and bring forward proposals to create a major outdoor event centre, accommodating and providing parking provision	<ul style="list-style-type: none"> Invite tenders Work up brief 	March 2009	Large-scale events can be held throughout the year, regardless of inclement weather. Increased number of events Increased income	David Breckenridge Hakema Anderson	Members decision Residents Friends of Parks

Ref. No.	Key Objectives/ Tasks for the Service	Action	Target date	Outcome sought	Lead Officer	Identified Service pressures
Aim 1a]	Assets and projects: To ensure that Parks and Open Spaces Infrastructure is delivered within revised timeframe and within budget Projects detailed below:	<ul style="list-style-type: none"> Implement work programs and allocate necessary resources to ensure the projects are undertaken in chronological order, within agreed timescales and approved budgets 	April 2008 - Ongoing	Capital programme works commissioned. Improved infrastructure	Leila Biscoe Tony Corrigan	Architectural Services External consultants Highway Services Property Services
Aim 1a]	Assets and projects: Bridge repair / replacement	<ul style="list-style-type: none"> Health and Safety deficiencies identified and rectified. Refurbish bridge at Merryhills and Whitewebbs. 	Ongoing	Capital budget £270k Works completed. Improved infrastructure	Tony Corrigan	Highway Services
Aim 1a]	Assets and projects: Green Flag Improvements at Grovelands, Oakwood, Town, and Jubilee Parks	<ul style="list-style-type: none"> Priority list to be compiled. Program of works to be developed. 	Ongoing	Capital budget £100k Works completed. Improved infrastructure Increase Green Flag Status	T Corrigan	Architectural Services Highway Services F&CR Property
Aim 1a]	Assets and projects: Develop Park's Climate Change action plan in response to climate change.	<ul style="list-style-type: none"> To initiate the development of a realistic action plan to tackle climate change in line with LBE Climate Change Strategy and Action Plan. Complete energy survey of major Park's assets. Establish a baseline position against which changes to the climate change impact and adaptation can be measured 	Ongoing	Capital budget £90K Action plan and targets agreed.	T Corrigan D Breckenridge	F&CR property Enfield In Bloom Architectural Services

Ref. No.	Key Objectives/ Tasks for the Service	Action	Target date	Outcome sought	Lead Officer	Identified Service pressures
Aim 1a]	Assets and projects: To prepare a proposal and outline costs for the restoration of Grovelands Park.	<ul style="list-style-type: none"> ▪ Consultant to provide recommendations and costs for the restoration of the park 	August 09	Capital budget £42K	D Breckenridge External consultant	External consultant F&CR Property
Aim 1a	Assets and projects: QE2 Stadium Feasibility Study at Enfield Playing Fields.	<ul style="list-style-type: none"> ▪ Project Board set up managed through ECSL. ▪ Further consultation with English Heritage ▪ Further consultation with football associations 	December 09	Capital budget £50k Feasibility completed. Football Club in Place Costs for improvements agreed at £1.2M	Tim Harrison Tony Corrigan	External consultant
Aim 1a	Assets and projects: Montagu Park Improvement Project	<ul style="list-style-type: none"> ▪ To refurbish the Montagu building and create a new community space ▪ Tender out works and complete by Spring 09 for both Craig and Montagu 	Ongoing	Funding agreed for Montagu Building £116K Tenders out and works to be completed before Summer 2009.	D Breckenridge	Education External consultant Architectural Services
Aim 1	Business Support To ensure invoices for Sports Pitch lettings are processed via SAP and to develop an online booking service.	<ul style="list-style-type: none"> • Assess customer demand via surveys undertaken. • Ascertain the possibility of upgrading the current Play on booking system. • Identify process for debt collection. 	January 2010	Compliance with Audit recommendations. To meet efficiency savings Maximise income and customer demand. Easier access to services in line with performance indicators. Reduction in administration relating to financial reconciliation/chasing arrears.	Hakema Anderson	SAP Support/Serco/MCPC (Providers of Play On)

Ref. No.	Key Objectives/ Tasks for the Service	Action	Target date	Outcome sought	Lead Officer	Identified Service pressures
Aim 5a	Business Support To complete actions to progress and finalise the receipt of previous years allotment bad debt and to make arrangements to write off unrecoverable debts.	<ul style="list-style-type: none"> To undertake a final chase on invoices outstanding from previous years. To complete an Operational Report to write of the remaining bad debt. 	December 2009	Stability and realisation of income Vacation of allotment plots and reduced waiting lists Maximisation of income	Hakema Anderson	Finance and Corporate Services SAP/Serco
Aim 5b	Business Support To ensure both services delivered and staffing levels are realigned to meet customer needs	<ul style="list-style-type: none"> To ensure users have easier access to services provided To conduct and assess customer surveys on services provided by the Business Unit 	January 2010	Increased customer satisfaction, complaints will be dealt with promptly and prevention of escalation. Increased motivation To meet efficiency savings and customer demand	Hakema Anderson	User Feedback
Aim 1a Aim 5b	Business Support To produce an events strategy.	<ul style="list-style-type: none"> Streamlined strategy to be submitted to Director of Placeshaping for approval. 	September 2009	Clear and transparent Policy and guidelines. Policy decision on charging policy on Charitable organisations. Enhanced and increased number of events within the borough Possible increased income [dependent on policy]	Hakema Anderson	
Aim 5a	Business Support To market and promote the use of Parks and Open Spaces to new event organisers.	<ul style="list-style-type: none"> To encourage event organisers to use Enfield's Parks and Open Spaces in particular Green Flag Parks. To promote events via the Councils Website. 	January 2010	Increased Income Increased public satisfaction Online access and increased publicity of events taking place in the Borough.	Hakema Anderson	Event Organisers

Ref. No.	Key Objectives/ Tasks for the Service	Action	Target date	Outcome sought	Lead Officer	Identified Service pressures
Aim 5c]	Cemeteries: To computerise the recording of burials and other interments	<ul style="list-style-type: none"> •To legally formalise the contract with the chosen supplier. •To purchase and implement the system •To transfer the burial registers onto computer •To scan the remaining grave registers and grave grants 	Ongoing - 31/3/10	Improved access and storage of information and computerise current manual system	Melina Vetere	Serco Legal
Aim 1a] And 1f]	Cemeteries: To undertake a feasibility into future cemetery provision	<ul style="list-style-type: none"> • To engage a consultant to identify the current provision and provide options for future cemetery provision. • For members to consider the above and make recommendations in order to provide direction and ensure the continuance of burial provision in Enfield • To action recommendations in respect of re-use of graves and/or installation of Welters concrete vaults and development of tennis courts 	31/3/10	<p>To address the shortage of burial space and provide a sustainable burial service which reflects national trends and local needs.</p> <p>To generate income.</p>	Melina Vetere	External Consultant Members Finance
Aim 5c]	Cemeteries: To re-tender the cemeteries grounds maintenance and grave digging contract following expiry on 31/3/11	<ul style="list-style-type: none"> • To review specification in readiness for tender process in May/June 2010 	31/3/10 but ongoing into 2010/11	To maintain the cemetery grounds to a high standard and ensure continuity of service	Melina Vetere	Members Legal Procurement

Ref. No.	Key Objectives/ Tasks for the Service	Action	Target date	Outcome sought	Lead Officer	Identified Service pressures
Aim 1a]	Cemeteries Health and Safety: To ensure safety of the staff and public using the cemeteries and be aware of arrangements for Pandemic flu	<ul style="list-style-type: none"> To continue undertaking risk assessment in association with the Council's Health and Safety Section To attend briefings and special meetings to ensure familiar and compliant with procedures in the event of pandemic flu 	Ongoing - 31/3/10	Improved methods of working and safety levels	Melina Vetere	
Aim 1a]	Cemeteries: To ensure that all memorial benches in parks and cemeteries are installed to a common standard	<ul style="list-style-type: none"> To audit benches within parks and cemeteries to create a central database To standardise procedures for agreement and siting 	31/3/10	To standardise guidance document for adherence for Parks Managers and Cemetery Officers. To ensure uniformity in individual parks and establish control measures. To allow user access via website.	Melina Vetere	
Aim 1a	Enfield in Bloom To co-ordinate Enfield in Bloom's competition including the council's entry in the London in Bloom competition, The London Garden Society competition and the Conservation Foundation Awards.	<ul style="list-style-type: none"> To co-ordinate Enfield in Blooms entrance forms into nineteen categories in preparation for judging in June 09. To co-ordinate Enfield's entry into the London in Bloom competition in July 09 and prepare and submit Portfolio for June 09. To co-ordinate EiB's entry into the London Garden Society competition May/June 09. To co-ordinate Conservation Foundation entries. 	Apr 09 June 09	To encourage community participation in the competition and enhance the borough.		EiB committee Park managers Highways

Ref. No.	Key Objectives/ Tasks for the Service	Action	Target date	Outcome sought	Lead Officer	Identified Service pressures
Aim 1a	<p>Enfield in Bloom</p> <p>To secure main sponsor for the promotion of the EiB Annual Garden competition and sponsorship of categories.</p> <p>To further develop EiB's high profile with regards to horticultural and environmental issues through appropriate marketing - supported by EiB's web site.</p>	<ul style="list-style-type: none"> To secure funding for the production of the EiB competition entry form and posters. To secure sponsorship of the nineteen individual categories. To co-ordinate participation at local events involving schools, volunteers. Press coverage in local newspapers and internal & external publications. To design a comprehensive user friendly web site. 	Apr 09	<p>To encourage an increased participation in the Enfield in Bloom competition and to improve the borough.</p> <p>Raise public awareness of Enfield in Bloom and the importance of sustainable planting and the conserving of all energy levels. Increased awareness of environmental issues.</p>	Karen Gurrey	
Aim 1a	<p>Enfield in Bloom</p> <p>In response to climate change, to encourage sustainable and drought tolerant planting within communities, schools, Highways, Parks and sponsored Adopt a Flower Bed scheme.</p> <p>To increase the growing of fruit and vegetables by school children on specific sites across the borough.</p>	<ul style="list-style-type: none"> School programme – increase children's participation, horticultural and environmental awareness. To co-ordinate, work in partnership and monitor suitable planting sites. 	Ongoing	<p>Wider awareness and intelligence of counteracting climate change.</p> <p>Improved partnership working and increased voluntary involvement.</p>	Karen Gurrey	Schools Highways.

Ref. No.	Key Objectives/ Tasks for the Service	Action	Target date	Outcome sought	Lead Officer	Identified Service pressures
Aim 5a]	Finance Ensure proper financial control and compliance with procedures	<ul style="list-style-type: none"> ▪ Provide all managers with updated and revised cost centre list ▪ Establish a timetable of financial activities to be carried out throughout the year ▪ Organise budget training for Parks cost centre managers ▪ 	<p>April 2008</p> <p>May 2008</p> <p>July 2008</p>	<p>Adherence to corporate timetable</p> <p>Accurately managed budgets</p> <p>Budget holders that are skilled and equipped to monitor their respective services</p>	Allan Thow	
Aim 5b]	Finance Carry out monthly financial analysis of income received from golf & cemeteries	<ul style="list-style-type: none"> ▪ Golf and Cemeteries Income figures for the month to be analysed against averages to produce a revised year end income projection 	Ongoing	<p>Golf and Cemeteries income is reconciled to SAP</p> <p>Accurate income projections</p> <p>Identification of mis-coded income.</p>	Allan Thow	Regular receipt of golf income figures from Golf manager
Aim 5b]	Finance Co-ordinating & ensuring compliance with Enfield's procurement processes	<ul style="list-style-type: none"> ▪ Ensure receipts are carried out, purchase orders created, invoices dealt with promptly ▪ Financial regulations are adhered to 	Ongoing	Ensuring Parks procurement processes are conducted promptly and efficiently complying with financial regulations	Allan Thow	
Aim 5b]	Finance: Annual Review & compilation of fees & charges Report	<ul style="list-style-type: none"> ▪ Review of fees for all income generating area's including pitch lettings, cemeteries, golf, allotments, events ▪ Information collected from benchmarking and managers is collated and recommended Fees & charges are submitted to central finance. 	December 2009	<p>Fees & charges benchmarked against other authorities.</p> <p>Fees & charges reviewed & submitted by target date</p>	Allan Thow	

Ref. No.	Key Objectives/ Tasks for the Service	Action	Target date	Outcome sought	Lead Officer	Identified Service pressures
Aim 1a] Aim 5b]	Finance To undertake benchmarking exercises with other local authorities for fees and charges comparators	<ul style="list-style-type: none"> ▪ Participation at the London Benchmarking association, Parks Benchmarking association, London Parks & Green Spaces Forum(LPGSF) & London Parks Benchmarking Group ▪ Carrying out ongoing benchmarking exercises throughout the year. Used for annual submissions to CIPFA & LPGSF. ▪ Attend quarterly meetings of LPGSF 		<p>To ensure best value and inform new allotments and events strategy</p> <p>Enabling effective value for money comparisons of parks services & fees & charges.</p>	AllanThow	<p>London Bench marking Groups</p> <p>ESS Finance</p>
Aim 5b]	Finance: To manage Schools & other education sites grounds maintenance service level agreements (SLA's)	<ul style="list-style-type: none"> ▪ Schools to be sent quarterly bills to prevent long-term issues and dispute of attendance and payment. ▪ SLA's to be sent out annually to all schools ▪ 	<p>May 09 to Feb 10</p> <p>Jan/Feb 10</p>	<p>Regular invoicing of schools</p> <p>Income is received as projected</p> <p>Effective liaison with schools, Monitoring of income received against budget forecast</p>	Allan Thow	
LAA S31	Outreach: To allocate £10K funding to signed up Friends of Parks	<ul style="list-style-type: none"> ▪ Review existing criteria and procedure to launch the bids application process. 	<p>01/04/09 - 31/07/09</p>	<p>Allocation of £10K for enhancement of parks by way of small projects.</p>	Shirley Scott	Friends Groups
LAA S31	Outreach: To increase the profile of the Outreach team within the areas that they operate	<ul style="list-style-type: none"> ▪ More positive interaction with the public/schools ▪ Proactive press articles ▪ Improved information and Publicity Material 	Ongoing	<p>Better use of Visitors centres</p> <p>Improved public perception</p> <p>Specified and familiar links with the community</p> <p>Better public and partnership knowledge and understanding of the work of the Parks Outreach Team</p>	Shirley Scott	<p>Schools</p> <p>Residents</p> <p>Friends Groups</p>

Ref. No.	Key Objectives/ Tasks for the Service	Action	Target date	Outcome sought	Lead Officer	Identified Service pressures
	<p>Outreach:</p> <p>To develop and support involvement and participation in parks and open spaces through consultation with park users, promotion of volunteering opportunities, and education and outreach activities.</p>	<ul style="list-style-type: none"> Survey users of major parks and open spaces Promote existing volunteer opportunities and develop new volunteer programmes. Work in partnership with local schools to develop learning opportunities. 	Ongoing	<p>Better use of parks and open spaces particularly by under represented communities.</p> <p>Increased numbers of volunteers working in parks services.</p> <p>Better links with schools particularly in the development of educational programmes in parks.</p>	Shirley Scott	Residents Schools
Aim 1a]	<p>Operations</p> <p>To achieve level 2 Horticulture NVQ for 50 Parks & open spaces operatives</p>	<ul style="list-style-type: none"> Reserve 50 places on Train to Gain scheme at Capel Manor Ensure staff attend as on-site working and on-going support 	March 2010	50 staff with NVQ 2 qualification which will provide improved quality parks	Doug Shipwright	
Aim 1a]	<p>Operations:</p> <p>To ensure that Green Flag Parks are maintained to green flag standards for cleanliness and safety throughout the year</p>	<ul style="list-style-type: none"> Increased monitoring Adherence to Action Plans Regular mtgs with Lead Officers Site progress meetings 	March 2009 Ongoing	<p>Green flag standard is maintained. Accreditation</p> <p>Greater public satisfaction</p>	Doug Shipwright Park Team Leaders	F&CR Property ESSP Highways Assets External contractors
Aim 1a]	<p>Operations - Arboricultural</p> <p>Complete program of tree works</p>	<ul style="list-style-type: none"> Adhere to schedule of work including emergency and routine and/or contract out Identify and seek additional funding resources 	01/04/09 - 31/310	Deliver tree maintenance remedial work in accordance with Green Flag Management Plans and tree strategy	Doug Shipwright Alex Campbell	

Ref. No.	Key Objectives/ Tasks for the Service	Action	Target date	Outcome sought	Lead Officer	Identified Service pressures
Aim 1a]	Operations: Ensuring that Parks & Open spaces are well maintained with litter, detritus and graffiti being removed promptly, efficiently and effectively	<ul style="list-style-type: none"> ▪ Maintenance schedules, ensuring edging is addressed ▪ Edging in parks being addressed more regularly in order that detritus can be minimized ▪ Staff daily inspections to provide Intelligence to SNPU to target problem areas and issue FPN where appropriate 	Ongoing	<p>To improve National Indicator 195 by minimizing detritus in hard surface grass edging</p> <p>Improved cleanliness in parks</p>	Doug Shipwright Park Team Leaders	Resources Training Subject to Survey methodology
Aim 1a] Aim 5c]	Operations: Improve relationships, quality and customer satisfaction with schools	<ul style="list-style-type: none"> ▪ Subject to outcome from systems thinking review: ▪ Restructure and allocate a dedicated manager for education sites ▪ Increase monitoring and feedback to schools ▪ .Documented confirmation from manager of works carried out by staff ▪ Minimum monthly visits by Park team leaders ▪ Review half-yearly invoicing to quarterly invoicing and address concerns swiftly ▪ .Investigate overhead charges ▪ 	September 2009	<p>To maintain SLA's</p> <p>Improve customer satisfaction</p> <p>Maintain income</p>	Doug Shipwright Park Team Leaders	Private sector competition
Aim 1a] 5c]	Operations: To review the toilet cleaning arrangements	<p>Subject to outcome from review</p> <ul style="list-style-type: none"> ▪ Consider alternative methods of service delivery. ▪ Substitute 2 vacant posts into hygiene operative posts ▪ Consult with staff and trade unions 	September 2009	<p>Fewer complaints</p> <p>Improved standards of cleanliness</p> <p>Improved customer satisfaction</p>	D. Shipwright	

Ref. No.	Key Objectives/ Tasks for the Service	Action	Target date	Outcome sought	Lead Officer	Identified Service pressures
Aim 1a] Aim 5c]	Operations: Maintain to a high standard key corporate buildings and sites	<ul style="list-style-type: none"> ▪ Subject to outcome from systems thinking review: ▪ Restructure and allocate a dedicated manager for education sites ▪ Increase monitoring and feedback to client ▪ Register of properties ▪ Documented confirmation from manager of works carried out by staff. ▪ Re-negotiate specs 	September 2009	<p>Increased customer satisfaction of the service</p> <p>Reduced complaints</p> <p>Increase perception of cleanliness</p>	Doug Shipwright Park Team Leaders	Private sector competition Externalisation tender has been issued
Aim 1a] Aim 3a LAA S32	Operations: To review requirement to lock/ unlock park gates To ensure that problem parks suffering from anti-social behaviour are locked and secure	<p>Subject to outcome from systems thinking review:</p> <ul style="list-style-type: none"> ▪ Consultation with Members ▪ Consultation with residents ▪ Consider park volunteers to look gates where there are community issues ▪ Consider implications of not locking gates and to look holistically at the reduction of anti-social behaviour both within and adjacent to parks. ▪ Proactive intelligence gained from M3 passed to SNPU to target hotspots. 	April 2009 - ongoing	To maximise park operations resources	Doug Shipwright	
Aim 1a] 5c]	Operations Allotments To reduce vacancy factor on allotment sites and maximize occupancy	<ul style="list-style-type: none"> ▪ Consultation with site managers/ secretaries ▪ overgrown sites are cleared within 21 working days of application being accepted ▪ 1 year Rent free period for taking on non cultivated plots 	April 2009 ongoing	<p>Improved site conditions</p> <p>Increased perception of security</p> <p>Increased occupancy</p> <p>Increased income</p>	Leon Stacy	Access Availability of equipment

Ref. No.	Key Objectives/ Tasks for the Service	Action	Target date	Outcome sought	Lead Officer	Identified Service pressures
Aim 1a Aim 3a] LAA S32	SNPU: To reduce crime and fear of crime.	<ul style="list-style-type: none"> ▪ SNPU to promote mediation and high visible presence Increased intelligence gathering from Parks operatives ▪ Particular attention to be paid to parks that have been the subject to reports of anti social behaviour. 	Ongoing	Reduced perception of crime Increased reporting by public	James Downing	Negative Press coverage
Aim 1a] Aim 3a] LAA S32	SNPU: Introduction of new bye-laws and prosecution system	<ul style="list-style-type: none"> ▪ Obtain approval from DEFRA and DCLG ▪ Design and introduce prosecution system ▪ Ensure appropriate signage for Green Flag parks initially 	July 2009	Establish a discipline framework that enables Parks Police to enforce order within the parks, Reassurance of public	James Downing	Reliance on DCLG
Aim 1 Aim 3a LAA S32 ESPI 6a	SNPU: To prevent anti-social behaviour of litter offences	<ul style="list-style-type: none"> ▪ Intelligence led litter patrols in targeted areas 	May 2009	Reduced levels of litter and detritus Improved performance to ESPI 6a	James Downing	
Aim 3a	SNPU: To reduce number of complaints regarding dog fouling	<ul style="list-style-type: none"> ▪ Increase fixed penalty notices for anti-social behaviour ▪ Educating public and promoting responsible dog ownership 	March 2010	Reduced number of complaints Increase customer satisfaction	James Downing	
Aim 3a	SNPU: Work on improving park safety in relation to dangerous dog behaviour	<ul style="list-style-type: none"> ▪ Educating public and promoting responsible dog ownership ▪ Seek external funding to promote responsible dog ownership training ▪ Look at initiatives to deal with dangerous banded breed. 	March 2010	Residents satisfaction Park users to feel safe and secure	James Downing	

Ref. No.	Key Objectives/ Tasks for the Service	Action	Target date	Outcome sought	Lead Officer	Identified Service pressures
Aim 3a	SNEU: To ensure the continued development of the successful estates service	<ul style="list-style-type: none"> ▪ Consultation meetings ▪ Review targets ▪ Liaison with Enfield Homes 	Ongoing	Residents satisfaction Residents to feel safe and secure	James Downing	Police resource Demand

Health and Safety

Key Objectives	Action	Lead Officer	Target date	Completion date
Carry out any specific Health & Safety Risk Assessments or review those already in place as appropriate to your service (e.g. CoSHH, Manual Handling, Workstation etc).	Risk assessments to be fully reviewed by Premises Controllers. H&S audit sites (Whitewebbs and Pymmes) to be given extra attention to bring them up to standard.	James Downing	Summer 09	
Each department to complete the Manual Handling and Office Health & Safety Risk Assessment computer base training modules. Link can be found at: http://enfieldeye/site/scripts/documents_info.php?categoryID=977&documentID=631	This will be rolled out to all staff with access to computers. Managers will need to check that staff are carrying out this training.	All line managers	Summer 09	
Make staff aware of the new counselling service, which is free and confidential. Link: http://enfieldeye/site/scripts/documents_info.php?categoryID=360407&documentID=496 Or direct line 0800 282193	This will be mentioned at team meetings for manual staff and email message sent to all office staff.	All line managers	Spring 09	
All staff to have access to the New Health & Safety Handbook. Managers must ensure that this is discussed with their direct reports at 1-2-1's, team meetings etc. Electronic version can be found on the Enfield Eye under the workplace tab.	Hard copies will be printed for sites without computer access and managers will discuss at team meetings and 1 to 1's. Staff with computer access will obviously be encouraged to use the electronic version.	All line managers	Summer 09	
Insert here any significant Health & Safety or fire safety related objectives for this year. Staff to complete the fire awareness computer base training module. Link can be found at: http://enfieldeye/site/scripts/documents_info.php?categoryID=977&documentID=631	Premises Controllers to complete updated fire risk assessments as soon as practically possible. Computer based training will be aimed at all computer using staff.	James Downing/ All line managers	Summer 09	
Focus on all Health & Safety issues at priority sites according to H&S audit reports. (Pymmes Park and Whitewebbs)	Issues to be addressed as soon as practically possible and Premises logs to be fully completed.	James Downing	Ongoing	
To ensure that all sites have safe portable electrical equipment	To PAT test all sites	Peter Jackson	September 2009	

Equalities & Diversity

Key Objectives (if applicable)	Outstanding Actions	Lead officer	Target date	Comments/progress to date
Equality Impact Assessments Improvement Plan Summaries				
Monitor service requests and complaints on a monthly basis to check equality of service provision;	Ongoing work that commenced in 2006. Equality issues need to be monitored and checked regularly	Performance and Intelligence manager / James Downing	Ongoing	
Aim to achieve consistently high user satisfaction levels (70% and above) across all user groups.	Monitor the performance and make sure standards are maintained	Performance and Intelligence manager / James Downing	Ongoing	
Equality Standard for Local Government Actions				
Engage with local voluntary & community groups within the Equalities field	Attempt to engage as many voluntary & community groups as possible to widen the equality of consultations	James Downing/ Shirley Scott	Ongoing	
Maintain Level 3 and push towards achieving and maintaining Level 4	This work is up to date but is ongoing	James Downing	Ongoing	
Any other equality actions related to service delivery				
Ensure that all new and redesigned facilities make adequate arrangements for equality of access	Ongoing and applies across all Parks. Consideration will always be given even in problematic locations	Tony Corrigan	Ongoing	
Audit existing provision, identifying barriers to access and making reasonable adjustments.	Current Green Flag parks have already been fully audited. This will require close monitoring as technology is making more possible all the time	Tony Corrigan	Ongoing	

Evaluation of Staff Learning & Development over the past year

Brief summary of training provided	What measurable difference did it make to the service	Assessment of value for money	Cost of the training
Performance Management Training	Better understanding of the processes and application of Performance Management Techniques	Informative training course No cost	Free of Charge
Display screen assessors training	Better understanding of how to carry out a suitable and sufficient display screen assessment using techniques for assessing risks and developing safe systems of work.	Informative training course. No cost	Free of Charge
Voluntary Sector Governance	Better understanding of the Governance structures of Voluntary and Community organisations and how to apply these structures to support the development of Friends of Parks Groups.	Very informative. No cost	Free of Charge
To develop an understanding of undertaking Workstation Assessments	Undertaking workstation assessments in line with Health and Safety requirements for Parks Staff based on the 9 th floor. Using techniques for identifying hazards in the workplace.	Although the training session was only ½ day the course provided basic knowledge in line with Council Policy. The course was free.	Free
Funding & The Voluntary Sector	Better understanding of the types and variety of funding streams available to Voluntary and Community organisations.	Very informative. No cost	Free of Charge
Lotus Notes Training	Better understanding of how to use Lotus Notes	Very informative No cost	Free of Charge
Health and Safety Risk Assessment for Volunteers	Better understanding of how to carry out a suitable Health and Safety risk assessment for volunteers using techniques for assessing risks and developing safe systems of work.	Very informative No cost	Free of Charge
SAP Training	Better understanding of purchasing	Informative No cost	Free of Charge
Parks Business Unit Taster	Better understanding of the work of	Very informative.	Free of Charge

Brief summary of training provided	What measurable difference did it make to the service	Assessment of value for money	Cost of the training
Session	the Parks Business Unit	No cost	
Emotional Intelligence Training	Better understanding of emotions in yourself and others and using this knowledge and insight to make good decisions about what you say and do.	Very Informative, excellent value for money.	£80
Place Shaping Design Panel Training	The development of skills required to participate in the short listing and selection of the design consultants for the Ponders End Masterplan.		Free of Charge
Health and Safety Training for Senior Management	Better understanding of Health and Safety including relevant legislation and issues of Corporate Manslaughter. Training was completed to British Safety Council Standards		Free of Charge
Ponders End Place Shaping Workshop	The development of knowledge and skills to represent the Parks Dept as a member of the Ponders End Place Shaping Team.	Very Informative. No cost	Free of Charge
Departmental Governance	Better understanding of Departmental Governance issues and the understanding and application of associated procedures.	Very informative. No cost	Free of Charge
To develop an understanding of corporate risk assessment and responsibilities	Better understanding of how to carry out a suitable and sufficient Health & Safety risk assessment using techniques for assessing risks, developing safe systems of work	Informative programme and excellent value for money	£60
A better understanding of Health and Safety requirements for Outdoor events	Ability to provide health and safety advice to new event organisers and compliance of legislation including guidance on safety management and crowd dynamics.	Excellent value for money, informative but lacked individual/group activities.	£90

Brief summary of training provided	What measurable difference did it make to the service	Assessment of value for money	Cost of the training
LANTRA Basic tree inspection course at Capel Manor. 1 day course 20/10/08	Introduces participants to the principals involved in assessing tree health and safety and identifying hazardous trees. Introduces understanding of how to carry out tree inspections in relation to the Parks Tree Survey	Provided the basic information required to conduct survey. Excellent value for money	£200. Cost waived
LANTRA ITA Professional tree inspection course at Capel Manor. 3 day course 31/03/09, to 02/04/09	Course aims to provide specific tree inspection training at an advanced level to enable identification of defects from ground level, by climbed inspection or from mobile elevated working platform.	This course will provide a more detailed approach to inspection procedures and assist in informing tree survey work. Excellent value for money.	£370. Cost waived
Time Management Training	Better understanding of the processes and application of Time Management Skills and Techniques	Very informative. Excellent value for money.	£180
First Aid Refresher Training	Updating and refreshing First Aid Skills that are a requirement of the Parks Outreach Officer Job Criteria.	Informative and essential training.	£60
PAT testing	To train one officer to be responsible to regularly check all portable electronic equipment and cover all of the parks sites	Excellent as individual testing costs £60 each session and therefore by having in-house will remove these costings	£600 including testing equipment
Specification writing course	Better understanding of writing specifications	Good value for money	approx £140
Contract management course	Better understanding of how to manage contracts	A lot of repetition from the specification writing course and so not effective use of resources	approx £90
To learn how to shop with limit on SRM system	Individual member of staff is now able to shop with limits	Good value for money	£0
Introduction to procurement	Better understanding of the Council's procurement procedures	Informative	£0

Brief summary of training provided	What measurable difference did it make to the service	Assessment of value for money	Cost of the training
Asbestos Training Course	Better awareness and understanding of how to deal with asbestos related health and safety issues	Informative and excellent value for money	?
To develop an understanding of corporate risk assessment and responsibilities	Better understanding of how to carry out a suitable and sufficient Health & Safety risk assessment using techniques for assessing risks, developing safe systems of work	Informative programme and excellent value for money	£60
Appraisal Training briefing to assist with developing and improving our appraisal performance	It helped understanding of the terms used in assessing the performance objectives standards	This was a worthwhile course and I believe it was Corporate sponsored/	£0
To help the inexperienced user become more aware of the techniques available to improve the level of communication	Changed preferred method of e-mail usage for the better	Definitely worthwhile and Corporate sponsored	£0
To inculcate a knowledge of the Corporate procedures to be followed to ensure objectivity in the recruitment process	It enabled a successful recruitment process to proceed smoothly and efficiently	It helped greatly in ensuring a consistent approach to applicants and interviewing techniques.	?
To introduce procurement officers to the strict legal and financial parameters governing the procurement process.	Without this training it would be easy for any department to slip into inappropriate procurement procedures conflicting with legal requirements.	The best presented course this year spoiled only by the failure to provide refreshments which had unintended consequence	£25
To develop an understanding of corporate risk assessment and responsibilities	Better understanding of how to carry out a suitable and sufficient Health & Safety risk assessment using techniques for assessing risks, developing safe systems of work	Informative programme and excellent value for money	£60
To train in the use of a database system of project management	Can be utilised to track projects and identify problems at an early stage	Informative programme and excellent value for money	£100

Planning Learning & Development for the coming year (2009/2010)

Service/personal skill measurable improvement sought	Brief summary of learning/ development planned & estimated costs	How will this training be evaluated?	Anticipated outcome/link to key objective
1. Corporate Learning			
H& S	Supervising staff safely training	Recommended by Corporate H& S officer to reduce the risk of H&S incidents	To reduce the risk of H&S incidents
H&S	Fire Warden training	?	Increased awareness of fire safety
2. Professional Development			
3. Other			
Level 2 NVQ Horticulture	Free Train to Gain scheme undertaken on site	Evaluated by external accredited	Improved horticultural skills and improved quality standards
Computer Aided Design (CAD)	Improved the production of planting plans for Enfield in Bloom	Better communication of design and hard copies of designs	Provide computer aided designs for operations staff to follow a planting plan and promote sustainable planting £450 per person
Countryside Management – wide ranging course on Countryside Management including urban habitats and others including Grasslands, Heathlands, Woodlands, Coastal and Estate Management.	Better understanding of Countryside Management to assist and improve the Management of our Country/Metropolitan and District Parks	Externally accredited	Extensive and Informative 2 Year Capel Manor training programme, excellent value for money £500 will provide valuable knowledge to promote service
To undertake and complete the Prince 2 course	Fuller understanding of project management	Certificated. Better management of projects	£800

What workforce does the Department /Service need

Gap Analysis

To achieve the necessary changes and fill the gaps identified, complete the actions needed to support the analysis carried out in the Department Plan for the workforce planning: – e.g. development and training, succession planning, relation strategies, shared services.

Workforce Action Plan

	Subject Area	Gaps/Issues identified	Actions/Activities to Remedy	Priority	Action by	Estimated Review/Completion
Example	Retention	Annual Labour Turnover figure increased to an all time high of 8%	Review recruitment and selection practices	P1 - High	J Bloggs	31 March 05
1						
2						
3						

Parks will produce this later in the year as are currently being restructured and subject to a systems thinking review

Key Resources for your service

This section should describe the key resources of the service and any additional monies built into the Medium Term Financial Plan (MTFP) for this service:

- The budget for the coming year (2009/2010) (revenue, one-off growth, grants)
- Any programmed support service developments/funding e.g. projects on the ICT Work Programme
- Property, including main service delivery points, where appropriate
- The number of full-time equivalent staff

(i) Base Budget - Service centre		Latest Budget @ end of February 2009 £000's	Approved Budget 2009/10 £000's
	Controllable Expenditure	£6,713	£6,558
	Controllable Income	£1,752	£1,839
	Project carried forward	£118	
	Net Controllable Expenditure	£4,962	£4,719
	Number of full time equivalent staff:	121.6	
	Efficiency Savings - Cashable		£196,792 service review, increased income + others
	Efficiency Savings - Non-cashable		

(ii) Additional financial resources included in Medium Term Financial Plan:

- Please give details of any additional resources not included in the 2009/10 budget above that have been built into the Medium Term financial Plan from 2010/11

None

- Please give details of any additional savings not included in the 2009/10 budget above that have been built into the Medium Term financial Plan from 2010/11

None

(iii) Financial resources included in the IT Work Programme

- Please provide details of any additional IT resources in the Work Programme and not included in the 2009/10 budget above
-

(iii) Financial resources included in the IT Work Programme

Projects within the IT Work Programme

The amount built into the IT work programme for either a one off project or ongoing IT work should be detailed here: Cemetery records

Total £83k 2008/9 = £20k, 2009/10 = £20K, 2010/11 = £20K, 2011/12 = £10K

(iv) Financial Resources in the Capital Programme:

- Please provide details of any capital resources built into the Capital Programme

(iv) Financial resources in the Capital Programme

Projects within the Capital Programme

	2007/08	2008/09	2009/10	2010/11	2011/12	
Parks infrastructure improvements	£1215	892	1600	-	-	£3.7m
Broomfield Park			600	200	200	£1m
Outdoor facilities for young people	£100	100	100			£300K
Total	£1315	992	2300	200	200	

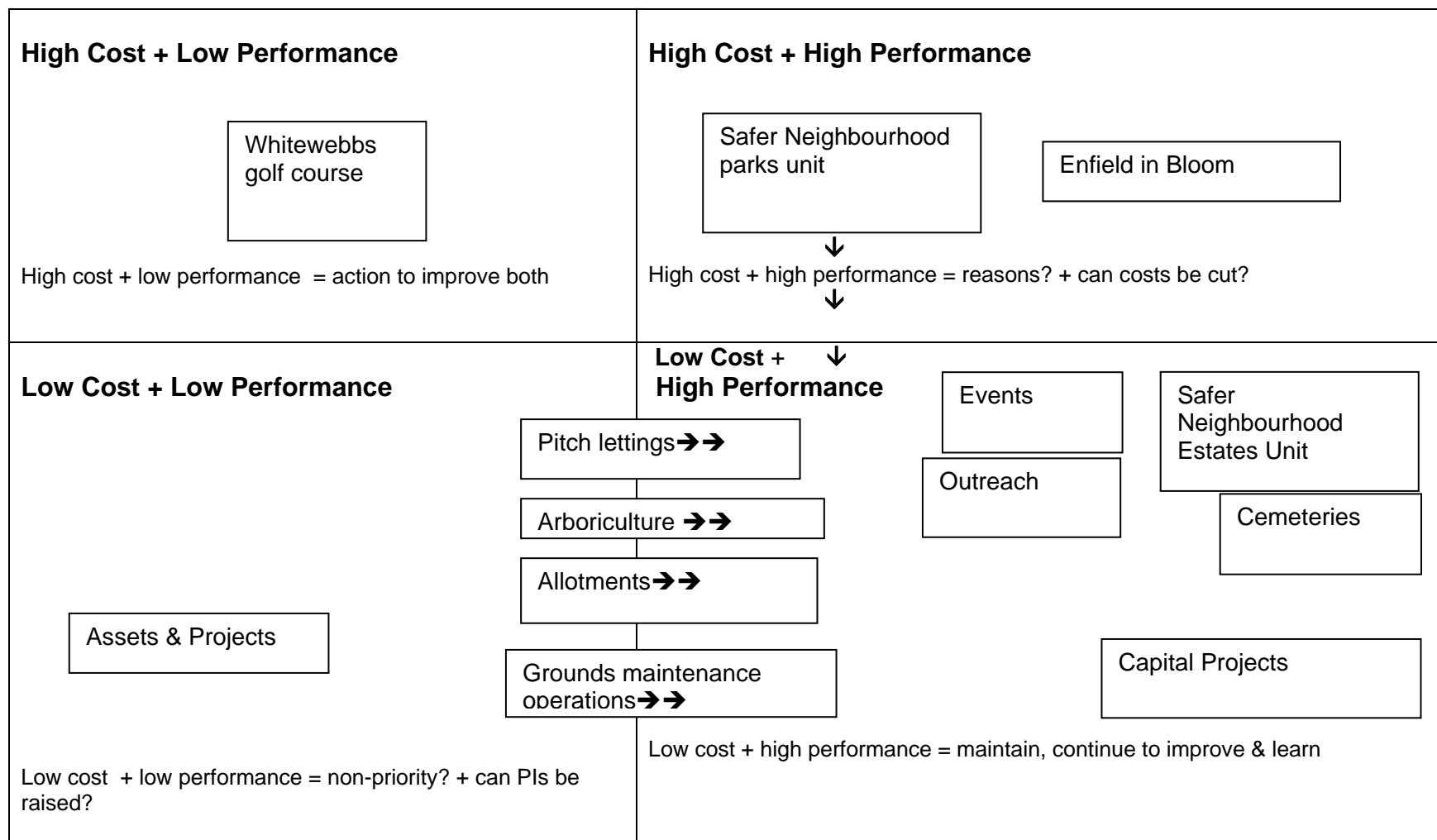
Property - Service Centre Planning

When planning the future of your service you need to consider the effects this may have on your property needs and identify any significant changes to your service's requirements. This will also help the Authority corporately to manage its property assets effectively.

	Response/feedback
If your service's staffing complement is expected to increase over the period of the plan, how will you accommodate the additional staff within existing accommodation?	No
If your staffing complement is expected to decrease over the period of the plan, how will this impact on your existing accommodation?	No
How have you considered new and different ways of working and how will this impact on your accommodation requirements?	Open to suggestions. Managers work at home occasionally when day allows.
Has a service or strategy review identified the need to change the property your service utilises for service delivery? If so, please give details including any identified funding and timescales.	The accommodation was reviewed in 2006 for the Business and Development Team. Configuration now complies with the corporate format Located on the 9 th Floor, Civic Centre. The main depot for the Parks Operational staff is located at Bury Lodge, alongside Street Cleansing Services. This is the subject of a corporate project to sell the site for the New Park. Full details can be obtained from Property. Concerns recently as to whether the proposed new site at Kenninghall is sufficient to accommodate both Waste and Parks. Parks have been asked whether there is any possibility of locating Park depot in separate places within the parks themselves. However although there may be sites possible they would need to be made habitable and the resource to do that would have to come from the Project, otherwise this would not be feasible. There is no one facility and the operational staff and equipment would have to be split up within the borough

a. (ii) Value for Money (VFM)

£ Cost



Performance

WhiteWebbs golf course

High cost low performance.

Fees for the golf course are set in the council's annual fees & charges document. Benchmarking is undertaken prior to setting the fees & charges. There are a number of other golf courses near to White Webbs and pricing needs to remain competitive to retain and increase customer demand. This has resulted in a more flexible pricing structure with some 08/09 prices being frozen either because they are at the higher end or to encourage new customers. Whitewebbs employs 3 Greens staff: 1 golf professional, 1 head green keeper and 2 shop staff. A total of 33,607 rounds were played in 2006/2007, 33,854 for 2007/08 and current roundage for 2008/9 is 29,635, although it must be noted that this is only up to end December, with a further 3 months outstanding.. However income comparison for the same period April – December for 2007/8 was £347,196, and 2008/9 is £353, There is a nationwide down-turn in golf participation and in addition to this there are 5 other golf courses within Enfield all offering superior courses. The Council runs Whitewebbs and leases out three other sites. Whitewebbs has been underinvested in for a number of years, reports have been written to determine its future.

Safer Neighbourhood Parks Unit

High performance and high cost

This may well move from high performance and high cost into high performance and low cost due to re-negotiation of the contract [leading to a significant reduction in individual officer cost]. This will not be finalised or implemented until early Spring/Summer.

Justified by the tackling of the high levels of anti-social behaviour that is prevalent within our society. PSCO's have the powers to detain, stop and search and can issue fixed penalty notices. The previous arrangement consisted of park rangers, which came under considerable criticism and were also unable to enforce against or deter anti-social behaviour.

Day to day working practices are under review to provide a more customer focused service and meet demand.

Pitch Lettings

Low cost and low performance moving into Low cost & high performance

The pitch lettings service is part of the Parks Business Unit and is managed by a single Business Support officer who manages all winter & summer sports lettings. The 2007 budget of @ £182k significantly underachieved by £39,500 A major contributing factor to the underachievement was the unrealistic target set for the year 2007/8 and therefore for 2008/9 this was adjusted to reflect a more realistic income. In addition to this there was a bad debt of £23K of which £20K was recovered during 2008 following a robust debt chasing exercise. Following audit recommendations efficiency is to be further improved by revising the way that invoices are processed, currently they are produced using an access-based system which is reconciled with Play-On. Revision of this procedure will take place in 2009 to ensure that invoices are generated via SAP and sent out at regular intervals. Fees & charges have recently been benchmarked for football (the main source of income) rugby, netball and baseball against nearby borough's. Enfield's charges are near the average. Maintenance of sports pitches is undertaken by the in-house grounds maintenance team. The borough has a good reputation for the provision of its pitches and demand is currently healthy but it should be noted that setting fees too high can result in a reduction in demand and lower overall income levels. A 5% increase on fees and charges for 09/10 has been recommended for senior matches but only 2% increase for juniors in order to encourage children's participation in sporting activities. A consolidation exercise was conducted during 2007 for football pitches which resulted in a reduction in overtime expenditure of approx 50% and maximising the pitch usage on the larger manned sites such as Enfield Playing Fields and Firs Farm.

Parks and Open Spaces Service Centre Plan 2009-10

Arboriculture

Low cost and low performance moving into Low cost & high performance

Enfield's entire tree stock estimated at some 60,000 trees. The Arboricultural service is currently divided into two sections with Strategic and operational responsibilities. An Arboricultural manager with an assistant Arboricultural officer, commenced in April 2008, conducts surveys and provides written specifications and benchmarking is carried out through membership of the London Tree Officers Association. Currently the team leaders manage the operational staff and Arboricultural work is performed through a combination of the in-house 5man arboricultural team and private contractors. This provides value for money and the flexibility to undertake reactive work as and when required.

Recent investment of £100k [one off] and the re-alignment of the Arb team to solely undertake tree work from January 2009 [previously involved in other duties] will result in higher levels of performance. Line management of the Arb team has transferred, under trial, to the Arboricultural Manager in order to increase efficiency and improve communications

Allotments

Low cost and low performance moving into Low cost & high performance

The allotments service manages 3,000 plots on 38 sites. One Business Support Officer is responsible for the management of this service, which includes processing new applications, dealing with queries & ensuring invoices are produced. This service generates an annual income of approx £66K & demand is currently healthy. Benchmarking with neighbouring borough's including Welwyn, Haringey, Broxbourne, Hertsmere & Barnet was undertaken prior to submitting the allotments fees & charges for 09/10. Enfield's charges are near the average. Maintenance is carried out by the operations section.

This service is undergoing a 2-year review, with an Allotment Review officer leading this. Considerable progress has been made regarding the administration and revision of tenancy and terms and conditions. Significant problems concerning anti-social behaviour on sites and a build up of bad debt has been addressed, together with the support of the Allotment Scrutiny panel, consisting of cross party membership and the SNPU. [2001-2008 arrears have been reduced from £53K to £28K]. By addressing these issues the management of the allotments has improved, however improvements to the infrastructure can only be made by investment. The service aims to maximise allotment occupancy and therefore increase income.

Assets & Projects

We have divided this into two sections and put them into different performance boxes.

Assets & Projects, Low cost, low performance

This service is managed by 1 manager and 1 officer who manage the Parks portfolio and also the Repair and Maintenance budget. The R&M budget is set by Property services and Parks influence the spend to priority areas in order to achieve best value.

Investigations into the Parks portfolio has identified a significant number of outstanding issues regarding rent/lease renewals. For income to be increased Property services will need to give the Parks portfolio credence as at present no priority has been attached to it and therefore very little progress to generate realistic but fair income levels or to resolve long standing disputes and issues has been achieved. The decision of priority is

outside of Parks jurisdiction, however within the 'Leaner Programme' it states that income generation should be maximised and therefore addressing the Parks Portfolio should be a priority. Until this is addressed the service will not be able to move out of this box. Parks and Property services have been restructured under one Assistant Director and it is hoped that more joined up working can be achieved.

Capital Projects, Low cost & high performance

Parks were awarded a £3.7M Infrastructure Improvement Programme over 3 years, commencing in 2007. Projects are ahead of target with only one Senior Project Officer responsible for the delivery of these schemes.

Events

Low cost & high performance

The management of this service is within the Parks Business unit and income has increased during 2008. A revision of all the documentation and terms and conditions was carried out during 2007 and far more events have been successfully held. £300k has been secured within the parks Infrastructure improvement programme for an improved car parking facility at Trent Park to facilitate larger scale events.

Outreach

Low cost & high performance

The Outreach service was formed in July 2005, replacing a Ranger service and comprises of 1 manager and 3 officers, each dedicated to an area. The Parks Outreach Team initiate and support community involvement and partnership working in the planning, development and improvement of Parks and Open Spaces. It is difficult to obtain benchmarking comparisons as many authorities still have rangers and few have Outreach. Working with established Friends Groups and through the development of new Friends Groups, Community and Voluntary Sector involvement in Parks and Open Spaces is enhanced and supported. Officers assist the Friends Groups to identify small sustainable projects that meet the criteria of the Friends of Parks Fund. The Partnership and Outreach Services Manager attends a wide variety of meetings both internal to and external to the Council, raising the profile of the Parks Department, identifying potential funding sources and liaising with, and influencing, local teams, agencies and organisations external to the parks department, instigating and promoting partnership working through the development of joint projects. The Outreach team has provided guidance, advice and assistance through the provision of Funding Surgeries and have increased the number of healthy walking events. Significant environmental and conservation work is progressed through groundforce and volunteer groups, facilitated by the Outreach team. The value of this team cannot be measured by conventional methods, but by the indisputable benefit to the community and environment

Enfield in Bloom

High cost & high performance

Enfield in Bloom encourages participation of the local community to improve the environment in which we live and work. Enfield in Bloom have over the last year or so encouraged the participation and joint partnership working of 'Friends of the Park group' and Primary schools in seasonal bulb planting within the local parks, also to encourage the use of sustainable and drought tolerant planting.

The Enfield in Bloom team received the Enfield Award for Excellence in 2007 Their work includes the Enfield in Bloom campaign & provision of planting displays in Enfields parks. 3 staff provide this service, the Enfield in Bloom Manager & 2 Horticultural Officers.

Benchmarking is difficult as this service's aim is to encourage community participation. Achievement can be measured by success in the 'In Bloom' competitions such as London & Britain in Bloom. Enfield in Bloom was awarded Silver Gilt in the London in Bloom competition in the Large City category and the 'Solomon Cup' in the London Garden Society Awards Ceremony.

Cemeteries

Low cost & high performance

A senior & assistant Registrar are responsible for the management of this service supplemented by two cemetery officers, based at Edmonton & Lavender Hill cemeteries. This unit provides an efficient & effective service. Cemeteries fees & charges are set on an annual basis. Benchmarking of charges is also carried out annually against ICCM (Institute of Cemetery & Crematorium Management) statistics and statistics compiled by CIPFA are additionally used for comparison. There are limitations on the range of burial options available due to lack of burial space. This limits the number of burials that can take place & therefore the amount of income received which is declining year on year. To address this problem the options of mausoleums & re-using burial space are being actively investigated. Enfield does not own the crematorium which is the property of Haringey Council. Grounds maintenance & the undertaking of burials is currently operated under contract by Enterprise which was won under open tender conditions & provides competitive rates for this work. This contract was due for renewal in 2009 and has been extended for 2 years.

Safer Neighbourhood Estates Unit

High performance and low cost

Evidenced by statistics of what they are achieving i.e number of arrests, fixed penalty notices and public feedback. This is balanced against the previous private alternative, warden service which was far more expensive and less productive as they did not have the powers that the PCSO's have.

Grounds Maintenance

Low cost & low performance , moving into low cost & high performance

The Operations section are responsible for maintaining Parks & Open Spaces within Enfield. This comprises 123 sites occupying 902 hectares and in addition further sites include Whitewebbs golf course, school sites, allotments and other council owned buildings. Staffing comprises 10 officers and 85 grounds maintenance staff. Selected parks within Enfield are submitted annually for the national Green Flag awards, a quality standard administered by the Civic Trust. Currently 6 parks, Jubilee, Pymmes, Town, Forty Hall Oakwood and Grovelands hold green flag awards. Green Flag Applications for the same 6 parks have been submitted for 2009. As operations are responsible for the maintenance of the parks their contribution is essential as grounds maintenance represents a significant section within the Green Flag standard.

Membership of the London Parks & Green Spaces Benchmarking Group provides the Authority with best value comparisons, however this is not compared on a like for like basis as Enfield have a considerable portfolio to manage. Costs for Enfield are based on historic CCT pricing and further work is required to analyze comparison costs. However we consider that best value is achieved as the competitive rates used under CCT regime have only been subject to annual RPI and work is currently performed to this same specification. Mori polls conducted during 2007 have rated customer satisfaction with Parks & Open Spaces at 76%.

We are aiming to deliver a higher performance with the attainment of the Green Flags but due to the level of resources that this service has the step between the two sections "low cost and low performance" and "low cost and high performance" remains problematic. However given the level of resources it is considered that the service is improving.

In December 2008 Vanguard consultants commenced a project to review the parks service, focusing on grounds maintenance operations. This will include an economic profile for any proposed changes to the specification and staff structure. The historic CCT specifications will be phased out in order to provide individual site specifications identified from horticultural and sports demand.

Risk Management

Risk management will provide support to the planning process of the authority and a sound risk management strategy helps to establish priorities in the use of resources and target service developments. It also enables the Council to manage the risks involved in change as it modernises its service delivery within the government framework.

The Risk Management Strategy is an integral part of the strategic corporate planning process and will assess all areas of the Council without exception. This is available on the Intranet and can be downloaded on link:

http://10.0.2.22/stellent/groups/public/documents/GroupContent/LBE_129535.doc

Please complete the following questions as part of your risk planning process:

- In the last 12 months, what changes (if any) to your service have significantly altered the strategic risk and opportunities your service faces?

None

- What changes (if any) to the strategic risks in the next 1 to 3 years will impact on Departmental, Service or Corporate objectives and require you to prepare for during the life of this plan

None

- If these risks occur, identify them and the impact these will have on the Corporate, Departmental and service objectives. E.g. will they be limited to service problems if they occur or could they affect the Departmental priorities too?

N/A

- What arrangements have you in place to monitor and manage the key risks during the next 12 months?

Equalities was flagged up in previous service plans as an area requiring attention. Due to a lack of senior management and resources little progress was possible during the year. However Equalities and risk management has been incorporated in the Job description of the Safer Neighbourhood parks Manager.

Parks department now reach the minimum requirements and all corporate documents are completed to evidence that we have reach the acceptable standard of level 4.

Business Continuity Plan

Have you completed your business continuity plan

Yes

Please give the date your continuity plan started

Date: 2006

The business continuity plans are scheduled to be reviewed in 2009/10. See strategic objective

Schemes of Delegation & Service Centre Plans

All services are required to publish Schemes of Delegation setting out financial, HR, property, contract and statutory responsibilities undertaken within the Service. These schemes sit under, and are informed by, the Council's Constitution.

The purpose of the Scheme is to ensure clarity about the roles and responsibilities of individuals within the service for specific activities and to give appropriate authority to the decisions taken. For example, the Scheme should reflect the release Levels for procurement in SAP and also the authorised signatories within a service.

The Schemes link directly to Service Centre Plans and will be used by auditors to check compliance with protocols, procedures and policies.

The Scheme template is being reviewed by a corporate group of representative officers to ensure that it reflects the current Constitution, Financial Regulations and new systems introduced since the template was produced, such as SRM and M I Portal. The template is being designed to be user-friendly and to be updated as part of the annual service planning process each year.

For further information please contact John Austin (Assistant Director Corporate Governance)

Declaration of Data Quality

In order to properly plan and deliver the services we provide the information and data used in writing this service plan adheres to the Council's internal standards for data quality, these are:

- Accurate (in terms of correctness)
- Complete (in terms of all data being captured)
- Valid (necessary and in an agreed format which conforms to recognised council and national standards)
- Relevant (and not excessive or out of date)
- Timeliness (captured quickly and available when needed)
- Reliable – (stored securely and confidentially and in a consistent manner)

For further details refer to the Council's Data Quality Policy on the intranet.

(Link) - http://enfieldeye/site/scripts/download_info.php?fileID=954

Signed Assistant Director and/or Head of Service

Leila Biscoe - Parks Business & Development Manager

Iain Hook Interim Head of Parks & Open Spaces

Iain MacDonald Interim Assistant Director, Property & Open Spaces

Check list

NAME OF SERVICE: **PARKS AND OPEN SPACES** **DEPT:** **PLACE SHAPING AND ENTERPRISE**

Question	Yes	No	Comment
Book 1: Introduction and Overview			
Has the plan been <u>explicit</u> about how its objectives link to the Council's Aims & Objectives, the Council's Business & Improvement Plan and/or the LAA and Community Strategy?	✓		
Has the plan clearly identified its Customers & Strategic Partners? • What provisions are in place to ensure customers equality of input and contribution?	✓		
Does the plan demonstrate accessibility to the service?	✓		
Does the plan identify the key drivers such as; legal obligations (non-discretionary duties), legislation, customers?	✓		
Does the plan show what Key achievements the service has made in 2008/09	✓		
Does the plan show Key Objectives & areas of focus for 2009/10 including: • Any changes to the service? • The actions linked to the service PIs?	✓ ✓ ✓		
Does the plan clearly show: • The outcome of consultation and complaints? • Does it link target setting to outcomes of consultation? • Planned consultation for the coming year?	 ✓ ✓		
Book 2: Keeping your Service Planning on Track			
Where responsibility sits with a service - has it been made clear how the PI links to the objectives/actions for 2009/10	✓		
Sustainability – Use of resources • Can your service's use of natural resources be quantified? – i.e. energy including transport, water, clean air, land & soil plant/animal products & minerals • Is your service managing performance to reduce its impact on the environment? (Targets etc) • Is your service managing the environmental risks it faces?	 ✓ 	✓ ✓	
Has the plan identified what major projects it will be working on in 2009/10	✓		
Does the service team work programme cover the key objectives identified in Book 1	✓		
Does the plan give examples of benchmarking its service to establish VFM?	✓		
Has the Health and Safety Matrix been completed?	✓		
Is the Equality matrix completed?	✓		
Has Learning & Development for past year been reviewed	✓		
Has planned learning & Development for the coming year been identified?	✓ \\		
Are appraisals for your service centre up to date?	✓		
If no, will 100% be completed within your service's annual cycle?			
Have you completed the 'Risk' section?	✓		
Was the 'Resources' section completed? Where estimates are only available, did the plan identify this and indicate <u>when</u> actual figures would be added?	✓		
Has the Declaration of Data Quality been signed off?			

Service Manager Signature: Leila Biscoe
Iain Hook **Date:** _____

Assistant Director Signature: _____
Iain MacDonald **Date:** _____

Final reminders for the Service Manager

(Further details and contacts are shown in the Service Plan Guidance)

- **Risk Assessment:**
 - Make sure your service's risk assessment is up-to-date – Have you introduced any new projects? If so you need to update your risk assessment so contact the Risk Manager. **No need to attach this as an appendix but give details of where a copy can be obtained if required**
- **Equalities:**
 - Make sure that both employment and service delivery equalities issues are included within the relevant parts of your plan:
 - *Employment issues should cover recruitment and selection, training, appraisals etc. Service delivery issues should include consultation, identifying need, monitoring, action planning and resource allocation.*
- **Health & Safety:**
 - Make sure that you have included any outstanding actions from the 2008/09 H&S Action Plan in the H&S table within the template and also that you have addressed the H&S training needs in your Learning & Development section of the template.
- **Learning and Development:**
 - Have you linked L&D activities to the team's objectives and the individual's – are appraisals up-to-date?
- **Consultation:**
 - Have you completed the consultation grid?

Please delete all TIP/Note boxes as you complete each section of your service plan template