

# JUBILEE PARK MANAGEMENT PLAN 2007 – 2011



Version 1.1



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# 1. Introduction

## Preface

The purpose of establishing the Management Plan is to provide a guide to the principles of conservation, repair, enhancement, adaptation, and the use of Jubilee Park that safeguards the significance of the site and ensures a sustainable future for it.

The Management Plan is designed to:

- Retain and protect the historic fabric and character of Jubilee Park and its role as a wildlife habitat and public amenity.
- Provide a sound basis for the ongoing repair and maintenance of the landscape.
- Establish guidelines for the use of the landscape.
- Ensure continuation of the harmony between the needs of conservation and use of the park by the public.

This Management Plan examines the various management issues that arise from the present use of the park and establishes a series of action plans that seek to ensure that the significance of the park can continue to be preserved and enhanced as a heritage, wildlife, and public asset.

## History

The park was named Jubilee Park to commemorate the Silver Jubilee of King George V in 1935 and was formally opened as a public park in 1939. Much of the land was landscaped from a former brick pit and brick kiln area and some of the surrounding houses were probably built using the bricks produced on site.

The Henry Barrass Stadium was opened in the early part of the 20<sup>th</sup> Century and has a central football pitch currently used as the finals pitch by the Edmonton Sunday League, a major local amateur football league and the “Old Edmontonians” a local well established Football Club on Saturdays.

## Topography

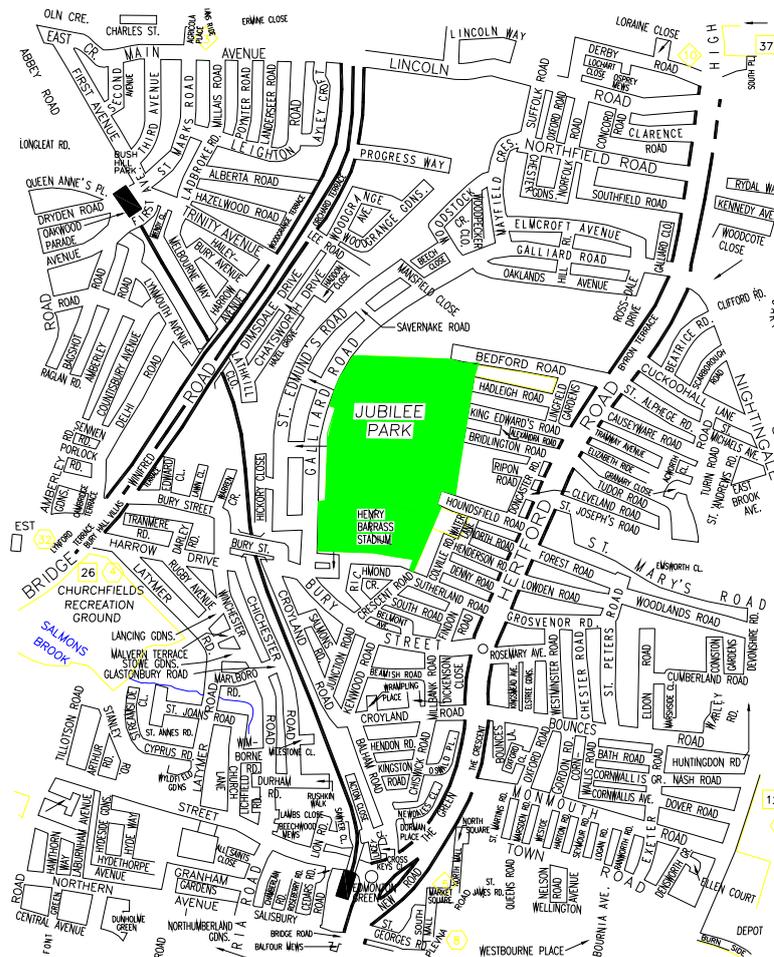
Jubilee Park is located in Edmonton, a built-up area of outer London. It is in the Lea Valley, a relatively low-lying area at a height of approximately 15m above sea level. The land is flat, and was originally part of the flood plain of the River Lea. The local soil varies, however in the park it is generally clay, sometimes with a gravel content in varying proportions. Part of the park is Brownfield land, due to former brickmaking industries, particularly in the Barrass Stadium area. The original vegetation is likely to have been the original lowland English forest vegetation, perhaps with a tendency towards wetland species. The original vegetation has been cleared and the land has been cultivated for many centuries before becoming a built-up area.

The park has an area of just under 20 hectares. It is bounded on two sides by two primary schools with their playing fields. Most of the school green spaces are intensively managed. Close by to the north, there is the Houndsfield Allotment site, which runs to approximately 8 hectares. Together, with the park, these form a continuous green space of about 34 hectares, albeit broken up by some paths and roads, car parks and buildings.

There are no green corridors that abut the park, however, the park is about 2km from the region of the current Lea Valley Regional Park, with its reservoirs and extensive green spaces. About 500 m to the west, there is a railway line, with a limited green corridor value.

The area around the park has been built up since the 1930s and most properties in the surrounding areas are privately owned terraced housing and there are a few privately owned blocks of flats. Council housing estates are present to the north, east and south, but not immediately adjoining the park.

### Location of Jubilee Park



A bus route runs alongside Galliard Road. The principal public transport access is from bus routes in Hertford Road 0.5km away to the east. The nearest train station is Edmonton Green, about 1.5km to the south. Car parking is available in several surrounding roads.

### **The Local Population**

Edmonton is in general a deprived area and forms one of the poorer areas of the Borough of Enfield. The areas of greatest deprivation tend to lie to the south and east of the park. The catchment area for Jubilee Park includes the estates on the east of the Hertford Road, which is among the more seriously deprived areas.

In terms of the general DETR indices of social deprivation, the five old wards of St. Peters, St. Alphege, Jubilee, St. Marks, and Raglan rank respectively 3, 7, 12, 23, 24 out of the 33 wards in the Borough and they are more deprived than average for the country. In terms of income, the lower Edmonton wards have 18% of the Borough's income support claimants.

The needs of the local community are such that additional pressures are placed upon the park to provide the recreational and cultural activities lacking within the surrounding neighbourhoods.

Additional facilities have been provided in the park to reflect this identified need. e.g. community building, Multi-Use Games Area and the Safer Neighbourhoods Parks Unit's support surgeries.



An extensive shrub bed runs around the east, west and north of the ornamental area. The north-west of the park contains the main ornamental area with a large lawn and scattered specimen trees form the bulk of it. Seasonal bedding plots, a single rose bed and several island shrub beds lie in the centre of the ornamental area. Ornamental areas occupy the remaining space in the north of the park and to the west of the playground with lawns and plantings surrounding the toilet block. Five rose beds lie in a strip of grass between the tennis courts and the playground, together with a rockery to the front shrub beds border the houses alongside the park on the east and west sides. Hedges exist at various locations, including much of the surrounds of the Henry Barrass Stadium and alongside the path running from Sutherland Road to Houndsfield Road.

An arched concrete gate erected in 1937 forms a formal entrance to the park from Galliard Road with an area between the gate and the road used for visitor car parking.



The Henry Barrass stadium pavilion provides facilities for 2 football teams and referees. The covered seating area is on the north side of the stadium and is a terraced concrete bank. The roofing cover consists of a steel girder and corrugated iron roofed structure. The sides which were formerly present have now been removed to reduce vandalism.

The Old Edmontonians Clubhouse lies at the entrance to the Barrass stadium from Houndsfield Road and is leased to the named club who run it as a private club with a drinks licence.

The depot buildings consist of a variety of utility and storage buildings in the depot yard used by the grounds maintenance staff. There are also 2 green waste bays for on site recycling.

The community building is in good condition with disabled access and disabled toilets and has access directly from King Edwards Road where a section of footpath is lit leading to it.



The park has a large playground, with a wide range of equipment suitable for smaller and younger teenage children.

A tarmacadamed area to the east of the playground was originally laid out as a paddling pool. This use ceased in 2002 and during 2003 it was converted into an ornamental garden that is stocked with fragrant plants that add to the sensory environment.

The bowls clubhouse and bowling green are set within an enclosed area surrounded by hedging and is leased to Jubilee Park Bowls Club, who are responsible for the maintenance of the bowling green. Parks remain responsible for the external maintenance of the club building, bowling green surrounding areas and hedges.

Public toilets are situated next to the bowling green in the centre of the Park.

The nine-hole pitch and putt course is maintained and managed via a concessionaire.

The double Multi-Use Games Area (MUGA) was built during the winter of 2001/2002.

### **Community Use**

Organised football takes place at weekends in the Park by the “Old Edmontonians” Football Club on Saturday afternoons and the Edmonton Sunday League on Sunday mornings. This is arranged on a prior booking system and payment of a fee to the Parks Business Unit. The Henry Barrass stadium is the venue for all the Edmonton Sunday League’s cup finals with cup matches carrying on into mid May each year. An adjacent floodlit training pitch is available for scheduled training on Tuesday, Wednesday and Thursday evenings between 18.00 – 2100 hours on the same booking principle.

The pitch and putt course is available for use on payment of a fee during an eight month open season from March to October. An external concessionaire maintains and manages the use of the course.

Four tennis courts available for play free of charge with one court that is dual use for netball practice.

There is a free Multi-Use Games Area, containing two enclosed areas, each of which can be used for either basketball, cricket, netball, or five a side games, played on tarmac. The Sports Development Team uses these areas as part of the outdoor basketball programme and for multi-sports sessions taking place during school holidays.

The Council's Play Development Team organise open access playschemes in the park during the Easter and Summer school holidays. It is run from within the Playschemes building (Community Building), and also makes use of nearby areas, including the playground.

The Outreach Team has set up and run smaller scale community and environment based activities including a weekly "Walking For Health" programme on a Tuesday morning. Some activities such as fun days are organised by outside bodies and these operate in the park under the supervision of the Parks Service. Booking arrangements for community events are made through the Parks Business Support Unit on 020 8379-3768.

A local playgroup, "Wigwam" uses the community building on Mondays 11.00 – 16:00 for home schooled children aged from 4 – 14 years of age.

The site is used extensively by the local community for casual recreational activity such as dog walking, casual football, bird-watching and strolling in the sun (source Local User survey).

Volunteering is also utilised on the site, The Enfield Conservation Volunteers have contributed extensively on the park's refurbishment in recent years from hedge laying to tree planting.

The active Friends Group undertake clean-up weekends and painting parties.

## **2...Management Plan**

The management plan will set out the service levels and be the operational basis with which the Council will carry them forward for the foreseeable future.

The purpose of the Management Plan is to:

- Identify, discuss and resolve issues relating to site infrastructure, site users and available resources.
- Develop and cost the way in which Jubilee Park is managed and maintained, to ensure an enjoyable experience for present and future users.
- Identify and address who is responsible for certain aspects of management.
- Provide a benchmark against which delivery and performance of the identified service levels can be measured.

It is a 'working document' that brings together all the information relating to Jubilee Park, for use by all those involved in its management. It will be updated, revised, periodically reviewed and formally rewritten in the 5<sup>th</sup> year.

### **Policy and Context**

Parks are managed areas of the green environment which provide opportunities for a range of formal and informal leisure, recreation and play.

#### **The significance of parks, open space and countryside provision is clear:**

- In 1988 the Audit Commission estimated that local authorities in England and Wales maintained approximately 120,000 hectares of parks and open spaces- an area approximately the size of Berkshire.
- In 2000, the Heritage Lottery Fund estimated that there were approximately 30,000 urban green spaces in the UK, of which 5,000 are urban parks.
- in 1992 the Audit Commission suggested that there were 34,533 parks and open spaces in the UK.
- Local Government Finance Statistics indicate that over a 12 month period in the 1990's, £538 million was spent on parks and green spaces.
- Recent national MORI research indicates that 60% of people believe that the provision of open spaces is key to an ideal community.
- The recently announced Public Service Agreement on Sustainable Communities (PSA8) identifies the importance of "cleaner, greener, public spaces."

It is widely recognised that the provision of high quality "public realm" facilities such as parks can assist in making an area an attractive place to live and work, and can result in a number of benefits in terms of economic development and regeneration.

#### **The benefits of safe and accessible parks and open spaces can be summarised as follows:**

##### **Social**

- Providing safe outdoor areas that are available to all members of the local population.
- Providing opportunities for community events, voluntary activities and charitable fund raising
- Providing easily accessible recreation as an alternative to other more chargeable leisure pursuits
- Providing opportunities to improve health and take part in a range of outdoor sports and activities
- Providing an educational resource or outdoor classroom

### **Economic**

- Providing a positive environment for businesses to locate and develop.
- Adding value to surrounding property, both commercial and residential, thus increasing local tax revenues for public services.
- Contributing to attracting visitors, including using the park as a venue for events.
- Encouraging tourism into the area.
- Helping to create an attractive local image.
- Helping to reduce social exclusion and its associated costs to society.

### **Environmental**

- Providing habitats for wildlife as an aid to local biodiversity.
- Helping to stabilise urban temperatures and humidity.
- Absorbing pollutants in the air and ground water.
- Providing opportunities for the recycling of organic materials.
- Providing opportunities to reduce transport use through the provision of local facilities, and by providing walking and cycling routes through urban areas.

### 3. Consultation

A MORI survey has been conducted during 2006/07 of leisure facilities in the London Borough of Enfield which included parks and open spaces.

The key findings from the survey indicate that:

- The age of people benefiting from parks, playgrounds and open spaces was relatively evenly distributed, although the highest proportion was in the 35 – 54 range.
- 65% of people surveyed had children in the household, indicating the need for provision for younger people.
- There were no huge variations in social class, although the highest proportion was in the AB (highest) category.

Performance ratings indicate that:

- In terms of satisfaction with their parks, playgrounds and open spaces, a net score of 75% in 2007 rated against 74% in 2005. This rated well against other services in Enfield.

#### Usage ratings

The usage patterns indicate that the parks are well used the majority using the parks at least once a week. This equates to approximately 24.2 million visits per year.

Jubilee Park being one of the 12 major parks in the Borough could expect somewhere in the region of 2 millions visits

#### How frequently you have used Parks and Open Spaces in the last 12 months?

Parks and Open Spaces	2006/07 (%)	2003/04 (%)	Inner London (%)	Outer London (%)
Almost every day	15	15	11	19
At least once a week	34	34	28	36
About once a month	23	21	22	21
Within the last 6 months	13	16	14	11
Within the last year	6	5	8	4
Longer ago	4	3	7	3
Never used	6	6	10	5

**DO YOU THINK THE SERVICE HAS GOT BETTER OR WORSE OVER THE LAST THREE YEARS, OR HAS IT STAYED THE SAME.**

<b>Parks and Open Spaces</b>	<b>2006/07 (%)</b>	<b>2003/04 (%)</b>	<b>Inner London</b>	<b>Outer London (%)</b>
Better	20	13		31
Stayed the same	67	72		61
Worse	13	15		8

Over the past 3 years, there has been a greater than 50% increase in the amount of residents who consider that the service has got better.

In comparison with our cluster authorities, Enfield compared well in terms of satisfaction with parks and open spaces. Only Westminster rivalled Enfield in terms of overall satisfaction.

#### 4. Strengths, Weaknesses, Opportunities and Threats analysis

Following consultation Friends and staff produced a SWOT analysis for Jubilee Park as shown in figure 1. It takes the form of a situational analysis of internal strengths and weaknesses and of more external (governmental, community, legislative, etc.) opportunities and threats.

##### *SWOT Analysis for Jubilee Park*

<b>Strengths</b>	<b>Weaknesses</b>
<ul style="list-style-type: none"> <li>• Friends group involvement</li> <li>• New staff structure</li> <li>• Knowledgeable staff</li> <li>• Excellent toilet facilities</li> <li>• Multi-cultural usage</li> <li>• Good maintenance programme</li> <li>• Very good maintenance of Buildings and Infrastructure</li> <li>• Well used</li> <li>• Excellent range of facilities</li> <li>• Heritage and history</li> <li>• Good play facilities</li> <li>• High public perception</li> <li>• Capital and revenue investment</li> <li>• Play facilities</li> <li>• Double Multi Use Games Area</li> <li>• Resurfaced tennis courts</li> <li>• Main entrance in Galliard Road renovated in 2007</li> <li>• Car park to main entrance in Galliard Road to be relaid in 2008</li> <li>• Football pavilion and changing rooms externally renovated and painted 2008</li> </ul>	<ul style="list-style-type: none"> <li>• Limited events programme</li> <li>• Buildings not fully used</li> <li>• No cafeteria</li> </ul>
<b>Opportunities</b>	<b>Threats</b>
<ul style="list-style-type: none"> <li>• Green Flag</li> <li>• Management Plan</li> <li>• External funding</li> </ul>	<ul style="list-style-type: none"> <li>• Budget cuts</li> <li>• Competition</li> <li>• Change in Government policy</li> </ul>

**Key Strengths** The recent management reorganisation had provided a much stronger and more proactive staffing presence in the form of the Outreach Team and the Safer Neighbourhood Parks Unit.

Management have been heavily assisted by the work of the Friends group, who have assisted both in terms of physical improvements and in liaising with the local community.

The facilities the park has to offer were perceived to be varied and interesting, including the improved sports and playground areas. The park's heritage and history is a plus point and one that could be more fully exploited.

The recent investment programme for the toilets, grounds maintenance (including machinery, equipment and new uniforms for staff) and planting were considered to be making a real difference to the quality of the park and maintenance standards were seen to have markedly improved over the last 12 months.

Usage by visitors continues to be high, with good representation across a cross-section of the local community, including ethnic minorities, the young and older people.

The infrastructure (buildings, footpaths, etc.) has improved and been addressed in all areas.

Toilets have been completely refurbished and a new DDA Compliant facility added.

The planting to entrances has been improved to make Jubilee Park more welcoming.

**Weaknesses:** Antisocial behaviour, damage and graffiti by a minority of users. There was a perceived shortfall in the range of community activities, and in relation to the range of events held. The Community Building is not currently being fully utilised. No facility available for refreshments.

**Opportunities:** The Management Plan, Green Flag initiative, and the Council's own aims and objectives were seen as an opportunity to improve on the landscape within the park. Jubilee Park is being used as a potential benchmark in terms of sustainable management and a blueprint on which to explore ideas which could be used in other parks within the Borough. The relationship with the Friends Group is an area which could be strengthened in order to draw on other resources, both financially and through community involvement. Additionally, to raise standards to create a park that is fit for purpose in relation to the current and future demands of users.

There were a number of potential **Threats** to Jubilee Park. A change in government policy away from the current view of Parks as central to sustainable communities could affect public perception. Any change in terms of the way other public services were viewed in terms of funding could draw resources away from the park and towards other Council-run activities.

## 5. Vision and Objectives

The overall Vision for Jubilee Park is to:

***“Create an open space which provides a wide range of opportunities for outdoor recreation, contemplation and education in keeping with the needs of its local community, its heritage and history.”***

The key objectives for the park are to:

- Provide a park which is welcoming to visitors.
- Ensure that the Park is healthy, secure and safe to use.
- Create a green space which is clean and well-maintained.
- Ensure that the Park and its buildings are managed sustainably.
- Ensure that the Park and its buildings are well conserved and to interpret its history and heritage through good signage, publicity and literature.
- Increase links with the local community and the Friends group through the planning and management of the Park.
- Monitor, review and manage effectively the infrastructure.

The Council places high value of the importance of its parks and open spaces which are central to many of the Council's overall Aims and Objectives.

### **Council's Aims and Objectives**

There are a number of Council strategies and plans that are directly relevant to Jubilee Park objectives and the achievement of Green Flag status. These documents, also available on the Council Website, are in many cases very detailed and as such for the purposes of this Green Flag document have been summarised by selecting the appropriate sections and paragraph's and presenting them here.

### **Council Mission statement**

Enfield Council promotes the social, economic and environmental well being of our community and helps residents improve their neighbourhoods and their communities. In everything it does, the Council sets high standards for quality and value for money and will meet them. We listen to our customers and citizens in delivering local democracy. We work with our partners to plan, shape and deliver services which meet real local needs in the most efficient way, reducing inequalities and protecting and enhancing quality of life in our Borough.

**Of our 6 key aims for 2007- 2010:** Aim 1 is for; A cleaner greener Enfield of which a key action is to attain a series of Green Flags.

## **Enfield's Future (Community Strategy)**

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, a ten-year strategy which was launched in September 2003 following extensive consultation with partners and members of the public, 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, "the quality of Enfield's parks and public open spaces will be protected and improved, with better access to good quality public open space."

## **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 and utilise effectively the Council's capital and revenue budgets.

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.

## **Enfield Sports and Physical Activity Strategy**

Adopted in 2005 by the Enfield Sports & Physical Activity Strategy Steering Group, the four-year strategy aims to “ensure that sports provision across the Borough develops in a planned and co-ordinated manner” and “establish an agreed framework within which the different sectors can work together to develop and deliver sport and physical activity in Enfield.”

### **The strategy identifies nine principal aims, each with accompanying actions and performance indicators:**

- To provide opportunities for young people to develop sporting skills and interest at an early age.
- To maximise the number and quality of sports/leisure workers working in the Borough.
- To increase sports participation opportunities for people.
- To encourage sport and physical activity as part of a healthy lifestyle.
- To work with local and national partners in specific sports to provide pathways for people to reach their full potential.
- To target the most deprived areas with increased provision of accessible sports facilities and activities.
- To use sports and active recreation as part of early intervention programmes for vulnerable young people.
- To develop a network of sports facilities based on customer needs.
- To raise awareness of the importance of sport and physical activity in promoting healthy lifestyles and addressing wider social issues.

## **Putting Enfield First**

This document summarises the vision, aims, and objectives of Enfield Council's three-year plan and provides indicators of its performance at the end of this three-year period.

### **The seven key aims and priority areas for Council funding and work are:**

- A cleaner greener Enfield.
- High quality education and life-long learning.
- A safer Enfield.
- Quality health and care services for vulnerable residents
- The delivery of excellent services.
- Economic success and social inclusion.
- Improved quality of life in Enfield.

### **Fresh Fields: A Strategy for Parks and Open Spaces**

Following the Parks Best Value Review in 2001, the Parks Service developed a five-year Parks and Open Spaces Strategy for maintaining high-quality open spaces and incorporating them into wider strategic programmes.

The strategy recognises that variations in access to park amenities can be found in certain areas in Enfield and that as a result of this variation, "residents and workers 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 Action Plan for the five-year period of the strategy includes such objectives as:

- Identify areas of deficiency.
- Develop a set of local Performance Indicators
- Address crime and community safety issues in local parks.
- Research catchment areas for specific parks and open spaces.
- Upgrade and restore various key open spaces.

**The Parks Strategy is under review at this time and will be presented for adoption during 2008**

### **Service Centre Plan**

The Service Centre Plan for "Parks and Open Spaces 2007-2008" has as its vision:

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

Of particular relevance are the following:

- Clarification of the type and style of play equipment wanted by children.
- The Friends of the Park's constitution has now been replaced with an agreement.
- Direction for the medium term includes a commitment to the DCLG "Cleaner Safer Greener Communities" and the Green Flag award.

It indicated that a comprehensive review of the Parks and Open Spaces service had been carried out, with the result that:

- As of 1<sup>st</sup> June 2006 the in-house workforce now works 5 days per week but over a 7-day period.
- A work rota system has been introduced to ensure that parks and open spaces are staffed during opening hours.
- New mechanical plant, machinery and uniforms have been provided.
- The business and development staffing complement has been increased.

Key improvements planned included:

- To investigate ways of saving water and reducing waste.
- Improve access and quality by implementing the Open Space Strategy.
- A quality performance scheme has been introduced to ensure that parks were attractive, clean, safe and welcoming.

The capital improvements to the public conveniences at Jubilee Park have been completed.

## **C19 Access and Quality Indicator**

The Council is committed to the C19 Access and Quality Indicator that forms part of the Comprehensive Performance Assessment (CPA) for local government.

This sets an indicative lower threshold limit of 30% of the population being within 20 minutes of a range of 3 different sports facility types of which one has achieved a quality assured standard. Enfield wishes to increase the number of facilities that have achieved a quality assured status.

To this end, it has identified Jubilee Park as the most suitable open space to achieve this status through a Green Flag award in order to meet the needs of the east of the borough.

## **Enfield Open Space and Sports Assessment**

The Council has also completed a **PPG17 qualitative and quantitative needs assessment** of open space in the borough. Findings from the study include responses relating to the perceived need for improvements, including:

- Improved safety (22%)
- Less litter (13%)
- Improved maintenance and attractiveness (13%)

Recommendations relating to the quality of open space provision in the report and of relevance to Jubilee Park include:

The fact that almost all sites would be improved by carrying out minor landscaping enhancements.

- The need to improve biodiversity by changing the way open spaces are managed, e.g. by introducing strands of grasses and herbaceous species.
- Within all areas of the Borough open spaces should provide a range of environments which provide opportunities for relaxation.

## **Jubilee Park's future**

A thorough examination of the SWOT analysis, consultation with the local residents and users of the site has guided the future of Jubilee Park and how the park is to respond to local needs.

## 6. A Welcoming Place

There are a number of improvements designed to assist in making Jubilee Park a more welcoming place during 2007/08. These are included in the Action Plan that is outlined in the final section of this plan to ensure that implementation is achieved in a realistic fashion and accords to an achievable timescale:

Renovating the arch at the main entrance – this has been repaired and painted during 2007 and forms the focal point of entry for visitors to the park.

New planting scheme at the main entrance – the planting of shrub and herbaceous planting provides colour, depth and interest in the Piet Oudulf style designed to fulfil a number of functions:

- To make the main entrance welcoming, interesting and educational.
- To provide colour in the form of swathes of perennial herbaceous species throughout spring, summer and autumn.
- To provide interest in the form of attractive shapes and seed heads throughout winter.
- To educate schools and members of the general public in relation to the use of colourful planting which is sustainable and requires no irrigation once established, and which needs low levels of maintenance.

Provide new signage for the main entrance – new signs have been introduced that inform the public about the facilities and the location of those facilities within the park.

This includes the following elements:-

- Coloured plan of the Park including footpaths and entrances.
- Facilities in the form of symbols which can be easily recognised by all ethnic groups which use the Park, irrespective of language.
- Resume of the history of Jubilee Park, including its acquisition and the characters and activities associated with it.
- Contact details for enquiries.
- Symbols indicating any restrictions or unacceptable modes of behaviour.

Other main entrances have new signage in a more simplified form than that used for the main entrance, but nevertheless interesting, informative, and welcoming to visitors.

In 2008 the four other main entrances will have new areas of colourful and attractive planting, either in the form of herbaceous perennials and grasses or suitable shrubbery. This enforces the park commitment of being well-maintained, and that visitors are welcomed.

Horticultural Planting plans have been produced for these areas shown in appendix 7

## **7. Health, Safety and Security**

There are a number of improvements that have taken place which will make Jubilee Park a healthier, safer, and more secure place to use. These include:

### **Health**

An annual survey of all infrastructure including footpaths, buildings, car parks, railings, fences, etc. has been conducted by parks staff to identify condition and to ensure that:

- Immediate health and safety risks are identified.
- Longer-term potential health and safety risks are identified.
- Features are fit for purpose (is the path in the right position, constructed of suitable materials, etc).

Visual and amenity considerations are accounted for (is the design appropriate, should a more attractive wearing course be applied to surfaces, etc.).

Organised football takes place at weekends in the park. Also a floodlit training pitch is available for scheduled training on Tuesday, Wednesday and Thursday evenings.

### **Smoking Ban**

Enfield has had a policy now for some time where smoking in mess room areas and park vehicles has been forbidden.

### **Health and safety**

The Parks Service is committed to ensuring the Health and Safety of its parks staff and users of the facilities. The Health and Safety Plans for the Council, Group and Service extending to individual parks and buildings demonstrate the following objectives.

- To eliminate or reduce to a minimum, accidents, incidents and work related ill health.
- To achieve and maintain a safe and healthy working environment for all and to ensure that others who are not our staff are not harmed by our work activities.
- To strive to bring about improvements to our provisions for Health and Safety, enabling them to evolve and develop, thus meeting the needs of future activities and changes in legislation.

Appropriate monitoring systems are in place to comply with the requirement of the Corporate Policy for Health and Safety.

There is a Health and Safety Policy, issued to all Managers within Parks and it is for them to ensure that all parks staff know where a copy is located and have easy access to it. Managers will monitor and enforce the standards embodied within the policy and emphasise to staff that they also bear an individual responsibility to ensure that procedures are appropriately implemented.

## **Visitors**

The Council has a duty of care to all visitors and users of the park. The managers and staff pay particular attention to this aspect of Health and Safety regulations.

Notices are displayed at appropriate places indicating where help and information is available.

Where staff become aware of the existence of a particular item or situation which may be hazardous to users and which cannot be dealt with immediately, those who are likely to be in the vicinity of the risk are advised and informed of any necessary precautions. Additionally suitable warning notices and, where appropriate, physical barriers and/or alternative routes and means of access and egress will be advised.

## **Parks staff**

All staff are aware of their responsibilities under the Health and Safety at Work Act 1974 to:

- Take reasonable care for the Health and Safety of themselves and others who may be affected by their acts or omissions at work.
- Co-operate with the Council insofar as is necessary to enable that duty or requirement to be performed or complied with to assist clear understanding of staff duties while at work.

Incidents involving near misses, accident, injury or damage are recorded on site and copies of the records are forwarded to managers and the Councils central Safety Unit. When such incidents occur, team leaders assess the situation to ascertain whether any modifications to existing practice are required, examine the case initially, and ensure that any action required is expedited.

## **Contractors**

A proportion of the services provided in Jubilee Park are carried out through, or supported by Contractors. The Council fully accepts its obligations under the law, both as an operator of an undertaking, an employer and as an occupier of premises, to try to eliminate hazards and, failing that, to take all reasonable steps to minimise the risks that may arise from its own and its Contractors' work activities that may affect our staff, those who enter the park (for what ever purpose), our residents and members of the public. It is the firm policy to take all reasonable steps to minimise risks that may arise from its own undertakings that may affect its Contractors, their staffs and others.

The Council makes it clear to all Contractors who carry out services in the Borough that they are expected to comply fully with the spirit and intent of the Health and Safety at Work Act 1974.

## **Method Statement and Risk Assessment**

All contractors who carry out work in our parks and open spaces are required to supply a method statement and risk assessment, with reference to the works that they will be carrying out on our property and in what manner the work will be done. No work is allowed to start until we are satisfied fully with the statement provided to us from the contractor.

Risk assessments are carried out for Jubilee Park and the associated works carried out within the site. A sample of such an assessment is attached as Appendix 2.

## Safe

### Personal security and safety

Fears relating to crime and anti-social behaviour identified in user consultation relating to the Borough's parks and open spaces are addressed.

### Safer Neighbourhood Parks Unit (SNPU)

Enfield Council and the Borough Police set up the unit in response to growing public concern over anti-social behaviour in Enfield's parks and open spaces.

The SNPU commenced duty on 1<sup>st</sup> July 2005 and has been particularly successful since its introduction.

The staffing of this unit comprises of 1 Sergeant, 2 PC's and 15 Police Community Support Officers (PCSOs). They are dedicated to Enfield's parks and open spaces where they enforce the byelaws and provide a reassuring presence for park users.

The unit provides the following:

- High visibility patrols and proactive intelligence-led operations to combat anti-social behaviour.
- A reassuring presence for park users.
- Liaising with key stakeholders in relation to crime and antisocial behaviour.

Residents who witness anti social behaviour in the Borough's parks and open spaces are requested to call Enfield Council's 24 hour Customer Service Centre on 020 8379 1000. Incidents of a serious nature should still be reported direct to the police via 999.

The unit provides high visibility patrols seven days a week between the hours of 10.00a.m. and 10.00p.m, although the unit does operate outside these hours when there is an operational need or whilst conducting proactive intelligence-led operations to combat anti-social behaviour.

Incidents occurring in parks are logged by both the Council and the Police with data shared and analysed so that patrols can be posted in the areas of greatest need. The tasking of the SNPU is then carried out at the bi-weekly multi partnership Street Action For Enfield (SAFE) meeting.

The SNPU have been authorised to use Enfield Council's fixed penalty notices for such offences as littering and dog fouling.

### Safer Neighbourhood Police Unit statistics for Jubilee for 2007

Fixed penalty notices issued:

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
0	0	0	0	0	2	2	0	1	3	2	0

Arrests:

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
4	0	10	1	2	1	0	0	3	9	1	0

Verbal warnings:

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec
0	25	1	6	0	2	1	0	0	2	1	0

In addition to this the SNPU has carried out 2 weeks of Firework Patrols, undertaken several training days and policed numerous Park's events.

**SNPU statistics for all parks in 2007 are shown in Appendix 1.**

In addition, the SNPU attends liaison meetings with the Friends group for Jubilee Park. This is particularly important in order to ensure that intelligence about antisocial behaviour and the potential perpetrators of such behaviour is shared to assist in the targeting of resources.

The SNPU provide surgeries for which dates and times are advertised locally.

**Enfield Council's Dog Control Orders** (effective from the 1st of November 2007):

- **Removal of dog faeces** - Dog faeces must be picked up and removed by the owner.
- **The exclusion of dogs from certain areas** - Dogs are not allowed in fenced areas within the park such as children's playgrounds, multi use games areas and tennis courts.
- **The keeping of dogs on leads by direction** - Dogs must be placed on a lead if asked to do so by an authorised officer.

Offences against any of the Orders are punishable by way of a **£80 fixed penalty notice**. Authorised officers are Police officers, Police Community Support Officers (PCSOs), and certain Council officers including the Safer Neighbourhoods Parks Unit who patrol the parks every day.

A zero tolerance approach is adopted in relation to all offences against the Orders.

Full details of the Orders are available on the Council's website, [www.enfield.gov.uk](http://www.enfield.gov.uk).

### **Alcohol Controlled Area**

Jubilee Park now falls within Alcohol Controlled Areas. This means that a Police Constable or a PCSO can request that the person refrains from consuming alcohol in a park. If the person does not comply with the request to stop drinking the maximum fine is £500. This has proved effective within the park with the result that fewer young people are drinking in the park and causing nuisance and disturbance.

### **Proposed Byelaws for all parks**

Enfield Council is currently seeking to introduce new Byelaws for all parks within the London Borough of Enfield.

The existing Byelaws are very dated both in terms of wording and punishment

The new proposed Byelaws have already had one public consultation and a second public consultation is imminent following a couple of amendments to the wording.

The introduction of the new Byelaws will further help Enfield Council tackle anti-social behaviour within the parks. The Safer Neighbourhoods Parks Unit will be responsible for enforcing the new Byelaws, for which the maximum penalty for offences against the Byelaws will be £500.

The new proposed Byelaws cover a multitude of potential problems within the parks, but certain byelaws will ultimately make our parks safer places. For example, the Council have received complaints regarding older children intimidating younger children in playgrounds. This type of situation will be able to be dealt with under the new Byelaws, by way of the fact that it will be an offence for children over the age of 14 to enter or remain in a children's playground unless they are in charge of a child under the age of 14. (It is envisaged that the new Byelaws will take effect in early 2008).

### **Parks staff**

Impressions of safety are considerably enhanced by the presence of park staff. To this end a new staff rota has been established to ensure that instead of the previous Monday to Friday day cover, this is extended to include a rotating shift to allow cover to be provided for seven days per week, i.e. to include the busy weekend period and evenings. This will be reviewed to ensure that it meets the needs and demands of visitors.

The public respond positively to smart staff who project a positive impression of high standards of care and professionalism. Members of the horticultural maintenance staff are issued with new uniforms including protective boots. Uniform is worn at all times whilst the park is being maintained.

### **Secure**

In an effort to deter individuals from gaining access and damaging the buildings the Council has installed palisade fencing around the football changing rooms at a cost of £6,000, which has improved the security of this facility.

To discourage individuals from climbing and accessing the roof of the Community Centre, security features have been provided along the length of the frontage and back of the building. This work was carried out during 2006 at a cost of £12,000. It also included replacement of the corroded guttering that was powder coated to blend in.

There has been a significant reduction in the vandalism as a result of these improvements.

## 8. Maintenance of Equipment, Buildings and Landscape

### Improving management of grounds maintenance standards

A review of quality standards has ascertained that they are adequate for Jubilee Park. However, work sheets are to be introduced to tighten the management of those standards, particularly in relation to litter collection and weed control. This will ensure better delivery of these standards by ensuring that they are completed to time and in a satisfactory manner

The maintenance of the site is set through a well-constructed maintenance schedule complete with quantities, occurrences and total hours required.

The schedule is also categorized into priority types indicating the importance attached to task and the precedence they take.

<b>JUBILEE PARK</b>			
		<b>Annual</b>	
	<b>Quantity</b>	<b>hours</b>	
<b>SHRUB BEDS</b>	865 m2		
Spring / Summer maintenance		<b>452</b>	
Autumn / winter maintenance		<b>55</b>	
<b>ROSE BEDS</b>	230 m2		
Spring / Summer maintenance		<b>132</b>	
Autumn / winter maintenance		<b>18</b>	
<b>BEDDING</b>	230 m2		
Spring Bedding		<b>82</b>	
Summer Bedding		<b>167</b>	
<b>HERBACEOUS (Incl. Raised beds)</b>	300 m2		
Spring / Summer Maintenance		<b>204</b>	
Autumn / Winter Maintenance		<b>19</b>	
<b>HEDGES</b>	300 m2		
Hedges and Hedgerows		<b>125</b>	
<b>GRASS MAINTENANCE</b>	179800 m2		
Grass Cutting		<b>613</b>	
Edging and Trimming		<b>122</b>	
Leaf Clearance		<b>135</b>	
<b>LITTER BINS</b>	41 bins		
empty bins daily		<b>174</b>	
<b>PATHS AND HARD SURFACES</b>	12970 m2		
Paths and Hard Surfaces		<b>1056</b>	
<b>PLAYGROUNDS</b>	1 unit		
Playgrounds		<b>91</b>	
<b>PUBLIC CONVENIENCES</b>	1 unit		
clean convenience Daily		<b>182</b>	
<b>FOOTBALL</b>	7 pitches		

Football - senior		<b>217</b>	
Football - junior		<b>93</b>	
Football - five a side / small side		<b>9</b>	
<b>PITCH AND PUTT</b>	1 course		
Pitch and putt open all year		<b>1600</b>	
<b>TENNIS</b>	6 courts		
Tennis Total		<b>232</b>	
<b>LITTER CLEARANCE AND GRAFFITI REMOVAL</b>	1 site		
Litter and Graffiti removal		<b>243</b>	
<b>TOTAL HOURS =</b>		<b>6020</b>	

### **Building maintenance**

All buildings are assessed annually by the Council's Surveyor Department and identified works are added to the Repair and Maintenance programme for the following year.

All items are prioritised and funding allocated.

Day-to-day reports of vandalism or wear and tear are dealt with through area contractors with predetermined response times depending on nature of event.

The Park Manager periodically reviews progress of works with the Area Surveyor

### **Playground inspections**

A sample inspection sheet is attached in Appendix 4

### **Annual Repair and Maintenance of playgrounds**

These are undertaken by an external company and this prioritises the repair and maintenance of playgrounds year on year. The Council in 2007 as part of the capital investment have allocated £400K as additional monies for playground works.

### **Fencing and Paths**

The Design and Maintenance Section of Corporate Services, through their contractors maintain the park's buildings within the park.

The fence lines surrounding the park are the responsibility of the Parks Service. The Highway Services Section of the Environmental Services Group maintains the fencing and footpaths on our behalf. Regular inspections are carried out to ensure that our fence line and footpaths are in good order.

An annual survey of all infrastructure, including footpaths, car parks, railings, fences, etc. is conducted by park staff to identify condition and to ensure that:

- Immediate health and safety risks are identified.
- Longer-term potential health and safety risks are identified.
- Features are fit for purpose (is the path in the right position, constructed of suitable materials, etc.).
- Visual and amenity considerations are accounted for (is the design appropriate, should a more attractive wearing course be applied to surfaces, etc.).

Management of the park will be progressed through this Plan.

Day to day maintenance and cleaning of footpaths and the playground equipment are all part of the duties of the grounds maintenance staff.

## 9. Litter, cleanliness and vandalism

Enfield's record on cleanliness places it as one of the top performers in London. The maintenance regime for the park of daily bin emptying, daily litter patrols and regular path sweeping ensure that continued high standards are maintained. In addition, edging is considered essential to the contribution to this indicator and also to the appearance to the park.

Cleanliness is measured in terms of two key indicators, litter and detritus. The BVPI 199 (Best Value Performance Indicator) grading system is designed to reflect the way that a member of the public would perceive the local environment.

The park contributes to the Council's overall open space portfolio and as such is subjected to assessment under BVPI 199. Regular litter picking, bin emptying and refuse collection assures that appropriate cleanliness standards are maintained.

The park is litter picked each morning on opening, and again after lunchtime. Enfield Council invests a great deal in the cleaning up of litter in terms of both time and cost, therefore, prevention is a key strategy

Re-siting of litter bins - this will assist in the control of litter by siting infrequently used bins nearer to areas where litter tends to accumulate and where no provision has been made. It is intended that covered bins will be purchased for future provision on replacement bins.

### Enforcement

The issuing of Fixed Penalty Notices by the Safer Neighbourhoods Parks Unit is seen as vital in combating the source of the problem in parks. All enforcement staff are encouraged to operate a zero tolerance policy when encountering a littering offence.

Legally speaking, the word litter is given a wide interpretation. Litter can be as small as a sweet wrapper, large as a bag of rubbish or it can mean lots of items scattered about. ENCAMS describes litter as "Waste in the wrong place caused by human agency." In other words, people make litter. The Offence of Leaving Litter (section 87 of the Environmental Protection Act 1990) says that if a person drops, throws, deposits or leaves anything so as to cause defacement in a public place, they could be committing a littering offence.

People who carelessly discard litter in any open place are committing a criminal offence. (Except where it is allowed by law or done with the consent of the owner or occupier of the land). This includes private as well as public land and land covered by water.

Prosecutions for littering are brought under section 87 - Offence of Leaving Litter - of the Environmental Protection Act 1990. The offence is:

***"A person is guilty of an offence if he throws down, drops or otherwise deposits any litter in any place to which this section applies and leaves it."*** However, a person convicted of this offence could be liable to a maximum fine of £2,500 (a level 4 offence on the standard scale).

Parks do not want to issue Fixed Penalty Notices where the person did not know they had dropped the litter (e.g. If a tissue falls out of their pocket when they are getting their purse out) in this instance the person should be spoken to and asked to pick the litter up.

The Council recommend that tickets are only issued to offenders over the age of 16, even though legally speaking tickets can be issued to anyone over the age of 10. Offenders between the ages of 10-16 will have their details taken by the SNPU and a letter will be sent to the child's parents/guardians that is essentially a final warning.

### **Toilets**

Toilets are cleaned daily before the parks open and are further inspected during the course of the day by parks staff with any deficiencies phoned through to the area parks officer for rectification. They are cleaned to a set schedule as included in the Appendix 5.

### **Dog Bins**

The Council operates a 'poop-a-scoop' system and encourages all dog owners to clean up after their dog. Special bins coloured red are strategically provided around the park principally by gates to facilitate disposal of collected waste.

A copy of the "You and Your Dog" leaflet is attached at the back of the Management Plan.

The Council has a specific dog bin emptying contract that provides for bin emptying on a once or twice a week cycle depending on volume of usage.

All materials taken away are destined for North London Waste.

The Council is considering the use of composting/recycling facilities for dog excrement. Trials in local dog kennels have shown indications of success. These will continue to be monitored.

### **Graffiti**

The Parks take their responsibility for providing a clean and tidy borough very seriously. The removal of graffiti is seen as a key element of that objective. Graffiti is removed as soon as practicable. Racist graffiti is removed within 24 hours. To achieve this ambitious target a number of parks staff have been trained in graffiti removal and the Parks Operation section has invested in specialist pressure washers specifically for the task.

## **10. Environmental Sustainability**

The Council's Strategic documents have, as one of the policy priorities, the integration of the principals of 'sustainability' into the decision making process of the Council.

A number of specific guidelines have been set out in order to work towards an Environment Management System based on the requirements of BS EN ISO 14001:1996.

These include:-

- Enfield Council Travel Plan.
- Green Workplace Guide.
- Enfield Policy on Sustainable Design and Construction.
- State of the Environment Report.
- Environmental Purchasing Guide.

There are a number of measures designed to enhance the sustainability and environment management in the park, including:

- The Council has adopted the principles of Local Agenda 21.
- It has adopted a set of policies on environmental and sustainability matters and it is the intention to run the Park in line with these policies.
- These include the use of sustainable practices, methods and products whenever possible.

Permanent conservation plantings of various types have been established at different times and in various places in the park. Young tree plantings have been established as small copses, mostly in the south of the park, with some individual plantings in other scattered areas.

Annual wild flower plantings based on poppies have been established for the past few years alongside Galliard Road. They form a showy and popular feature.

### **Planting of main entrance and side entrances**

The advantage from the point of view of sustainability is that this style of planting involves minimal maintenance in the form of irrigation and fertilisation following establishment in the first season. For this reason it should be possible to eliminate the use of water and chemicals on these beds, unlike the culture of floral bedding which is more traditionally seen at park entrances or in other formal situations. Provision will include the erection of an information board in order to inform the public of the advantages of using similar planting in an urban or suburban private garden setting, whilst at the same time providing colour and interest throughout the year. This style is seen as an ideal blueprint for attractive planting at a time of increasing drought and public concerns about global warming.

### **Review of energy and water consumption**

The Energy Unit of the Council carried out an audit of consumption including buildings in Jubilee Park on the 24<sup>th</sup> January 2007, as shown in Appendix 6. This review has been used to assist decisions relating to buildings in the Park.

## **Development of recycling area**

The maintenance yard is used as a messing facility for staff, garaging for machinery and equipment, and storage for consumables. In line with the policy to recycle as much waste as possible, an increasing amount of waste from maintenance operations is reused on site. Four years ago a set of composting bays for parks waste were set up on site. These bays are used to process almost all green waste produced on site and the contents of these are used on planted areas.

It is planned to extend the encouragement of domestic green waste recycling, e.g. shredding Christmas trees. This operation is currently carried out at two other park locations in the Borough using a tractor-mounted shredder, and it is intended to extend the programme to Jubilee Park as part of the initiative.

Future possibilities of recycling facilities within parks are currently being explored.

## **Pesticide/Herbicides/Insecticides**

The Council has a policy of limiting the use of pesticides as much as possible. In terms of grounds maintenance, particular procedures have been written into maintenance regimes to achieve these. Within Jubilee Park treatment is normally only used on the bowling and golf greens.

For weed, pest and disease control, the parks will always pursue cultural control practices in the first instance. Chemical treatment will only be permitted, when a particular problem is exceptional, or deemed nonviable or impractical by any other methods. Parks will seek to reduce the amount of chemical applied in grounds maintenance situations year on year. Pesticide minimisation policy is attached as Appendix 8.

## **Reducing Water Usage**

The Council takes seriously its obligations to reduce the overall consumption of water. In this task Parks are using bedding varieties that will tolerate less watering whilst retaining a good flowering ability. In a similar way we are experimenting with drought resistant shrub and herbaceous species in bedding displays and shrub and herbaceous beds.

The Council are looking to increase artesian water by installing new wells in appropriate locations within Parks.

Mulching for weed control has become widely used at Jubilee Park, this has the added benefit of reducing the watering requirement. Currently some 75% of all shrub beds are mulched and all newly installed or replanted beds are mulched. This generally helps establishment and reduces water usage.

This is monitored and assessed through the annual returns made to the Local Water Authority.

## **Green Waste**

The use of day-to-day green waste such as tree clippings and leaf mulch has increased dramatically over the last three years, to the extent that the purchasing of mulch is now not required as this is now generated completely within Enfield's parks.

The Parks Service has embarked upon a wider green waste project for the purpose of composting and recycling green waste with Jubilee Park being one of the pilot sites commencing in 2000/01.

Our green waste management policy is now in effect and as the composting facility comes fully on-line, the proportion of mulched beds will increase up to an estimated potential 85% of all beds.

## **Peat Usage**

No peat is used in Jubilee Park. It is a requirement of procurement procedures, and our suppliers have confirmed that all bought-in bedding stock is grown with non-peat compost.

## **Sourcing Materials and Plants**

Apart from the problems of sourcing plants that have been grown in peat free mediums, we also undertake careful purchasing procedures to encourage local supply and local sourcing of materials. In particular we discourage the purchasing of imported tree and shrub stock e.g. we use local growers from the Lee Valley area where possible. This, we believe, will safeguard the environment and minimise fossil fuel use in transporting goods to and fro.

## **Utility Usage**

We are currently looking at our electricity, gas and water charges on each site. Parks are working in unison with the Council Energy Management Team on a reduction programme within Jubilee Park.

## **Adopting New Green Ideas and Innovations**

Enfield's parks has attained Beacon Council Status for improving Urban Green Space. We have become one of the leading park authorities in Britain in putting environmental conservation in action. We are pursuing this idea through hard work and diligence but also through the adoption of new ideas and innovations. Building on community support and enthusiasm has been the key to this.

## **Sustainable management of buildings**

The Energy Team has assessed all buildings in the park in terms of energy and water consumption during 2007. A feasibility study has been completed which indicates what measures need to be taken to reduce consumption to sustainable levels. A report has been presented to Property Services in order that they can consider and include the required works within the Repair and Maintenance works programme for 2008.

## **Maintenance**

We will maintain the site in accordance with the principles outlined in the management plan and utilise the allocated resources efficiently and effectively.

## **Review of maintenance machinery**

Following a review of standards in 2006, a funding programme was approved to purchase a range of equipment and machinery for the in-house grounds maintenance unit across the Borough. This included an allocation of £33,000 for the Eastern area, of which Jubilee Park is part and will do much to improve standards. In addition, it is proposed to review the sustainability of the machinery and equipment used for the grounds maintenance operation, considering:

- Fuel usage (e.g. could the machinery use bio fuels, LPG, etc.).
- Can machinery be purchased which increases the recycling of green waste, e.g. wood chippers.
- Does equipment operate in an environmentally-friendly way, e.g. can mulch mowers be used, which would reduce all grass arisings to a fine and evenly-spread mulch to reduce nuisance caused by clippings on paths at peak periods and provide a natural feed for lawn areas.

## **Reducing our Ecological Footprint**

Parks currently use 5% bio-diesel as an additive in all fuels that has been recommended for industry.

In addition parks also add "Additone" (EC-1500 Ashless) that reduces emissions and increases efficiency. It does this by reducing the pollutant emissions from the vehicle exhaust. Emissions of hydrocarbons, particulate and nitrogen oxides (NOx) are all reduced.

Fuel consumption is also reduced. With an improvement in fuel economy there is an additional environmental gain to be seen in a reduction in greenhouse gases, especially carbon dioxide (CO<sub>2</sub>).

## **Other Assets and facilities**

Other facilities and users on site i.e. the Old Edmontonians FC and the Jubilee Park Bowling Club have all been inducted in the Council policies of waste minimalisation and energy usage. The park manager has regular meeting with those involved to ensure compliance.

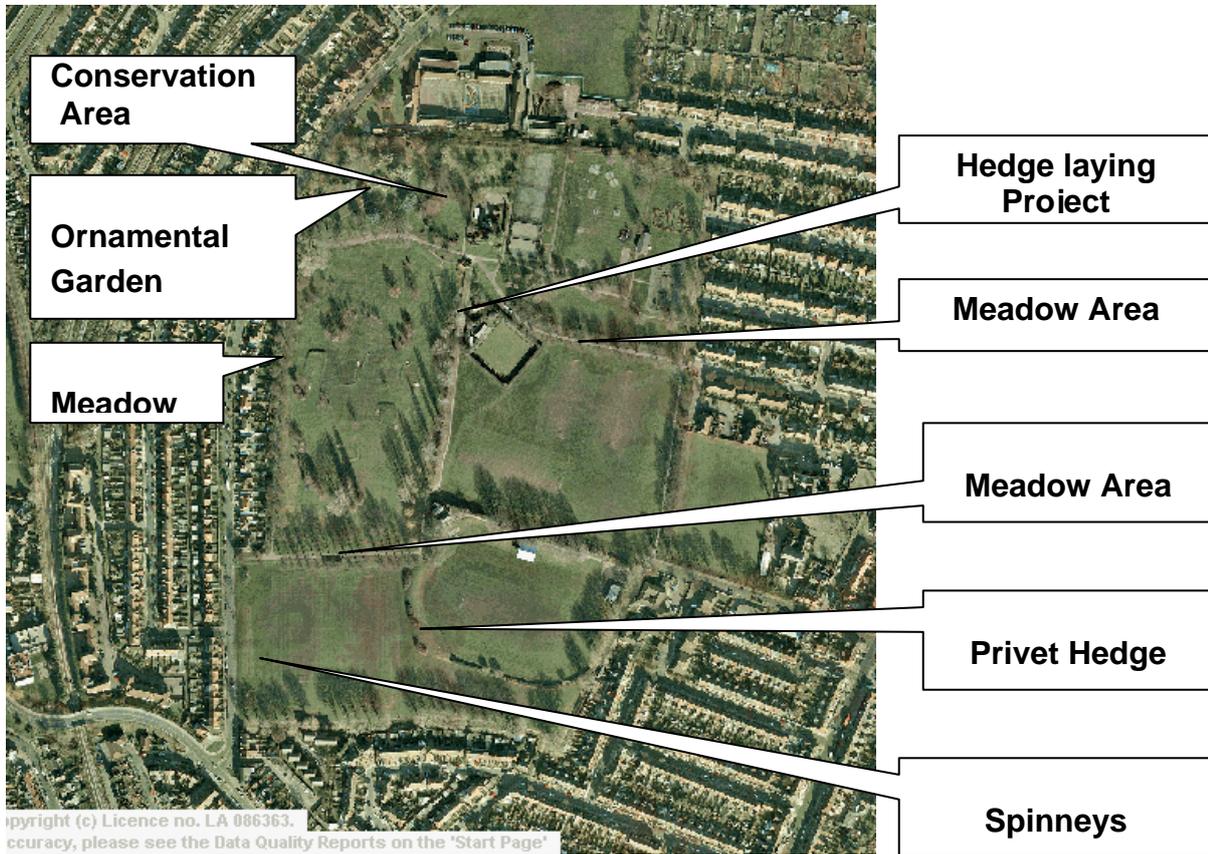
## **Office Waste**

The office waste paper is now put through a shredder and then the paper is put on to our own compost heaps here in the park, this in turn will end up on the bed areas as a part of the composting program.

## 11. Conservation of Heritage and Nature

### General description - Nature

There is one designated conservation/wildlife area in Jubilee Park. The trees are a mixture of mature and young native species. There are also some large patches of tall herbs and meadow areas, attracting a variety of woodland birds and invertebrates.



### Detailed analysis

#### Privet Hedges

Around the Bowls Club and the Henry Barrass football pitch are both functional and ornamental, providing a habitat for wildlife and cover for nesting birds. A Hawthorn hedge also bounds the south-east area of the park.

#### Trees and Shrubs

Jubilee Park is partly bounded by mature trees, providing a habitat for bats, birds and invertebrates. The ornamental garden includes mature conifers, a Eucalyptus Grove and, notably, a Maidenhair Tree. There are also a variety of shrubs that provide a habitat and food for the wildlife of the park, including winter nectar for late-flying insects, and berries for other wildlife.

## Meadow

Meadow areas are located around the perimeter of the mini golf course, and along the bank north of the Henry Barrass stadium. A variety of notable plant species can be found here, including Meadow Crane's Bill and Salad Burnet. The football pitches and amenity areas are gang mowed regularly.



### Community Involvement

Jubilee Park has an active Friends Group who have participated in recent conservation volunteer work, including the development of the conservation area and an ongoing hedge-laying project along the east side of the Pitch & Putt Course. This will involve the completion of hedge laying of the hawthorn hedge adjacent to the pitch and putt course. These works will be carried out in conjunction with the Enfield Conservation Volunteers to increase the longevity of the hedge and increase the range of insect and bird species which feed off berries. Recent conservation volunteer work in this area includes the installation of a Stag Beetle loggery and the removal of invasive species (Japanese Knotweed).

The pupils of nearby Houndsfield School have planted the two young spinneys inside the Galliard Road boundary. They have also participated in tree, shrub and spring bulb planting programmes. There is an area at the rear of Galliard School which remains uncut until autumn. However, the soil is nutrient-rich and supports a range of invasive species including rank grasses and nettles. These effectively provide too much competition for a variety of floral species which would provide an attractive and educational landscape feature. This will be maintained by providing an annual flail cut in autumn followed by the removal of arisings.

### Management of the Parkland

Elements for positive management that will enhance the importance of Jubilee Park:

- The retention and enhancement of bat corridors (i.e. hedgerows and avenues of trees).
- The retention of old trees, especially those that are dead or dying, with the minimum removal of dead branches.
- Improved conservation areas and hedgerow planting programme.

### Management of Trees

The broad policy of woodland management will be to maintain and improve the quality and appearance of the woodlands by ensuring continuity, encouraging a varied age structure and a mixed population of trees where desirable and encouraging natural regeneration of native species.

Elements for positive management that will enhance the importance of Jubilee Park and ensure the longevity of the treescape of the park for future generations:

- The majority of the trees are mature specimens and regular attention will be needed.
- All trees adjacent to footpaths to be crown lifted to minimum height of 2.1m.

- Trees near footpaths that have major deadwood in the crowns to be removed.
- Lime trees to have epicormic growth removed.
- Newly planted trees to be checked to ensure no damage is being caused to the stems by the tree ties with bases to be kept weed free and formative pruning to take place where necessary to ensure a good crown structure.
- Woodland areas to be regularly monitored for dangerous trees and remedial action taken immediately. Dead wood to remain in situ as habitats for the wide range of animals and insects.

### **Management of the Ornamental Gardens**

Elements for positive management that will enhance the importance of the park and ensure the best presentation of the horticultural features:

- Ensure that good horticultural practice is used in all areas of maintenance.
- Ensure that paths and walkways within the formal areas are kept weed free through cultural means.
- Ensure the protection of the horticultural features by the erection of temporary fencing and signage during events and periods of major activity.

### **Areas for improvement**

- This area is being under planted during 2008 with low woodland species (wood anemones and other suitable herbaceous and bulb species) to create a woodland habitat. This will form a useful amenity and educational area which will encourage a variety of flora and fauna.
- Butterfly monitoring – A base line audit of the type and distribution of butterfly species was undertaken during 2007 and shown under notable species in Appendix 9. A further survey is planned with the assistance of friends dog walkers during the spring of 2008.
- Flora and fauna survey – A base line survey of flora and fauna species within the Park has been undertaken during 2007 and shown in Appendix 9. A further study is planned with the help of the Hertfordshire and Middlesex Wildlife Trust during the spring of 2008.

### **GLA Survey**

During the summer of 2007 a full habitat survey of green space was undertaken within Enfield by the GLA, which included cemeteries and allotments. Results for Jubilee Park are included in Appendix 10.

### **Arboriculture management**

Regular inspection by the site management and site teams are undertaken to ensure that the treescape is kept in good condition.

Any tree found to be dead, dying or in a dangerous condition are dealt with immediately, either through tree surgery or removal. The Council has a 24 hour emergency response agreement with the Arboricultural contractor for immediate action.

Other day-to-day tree works are dealt with in a pre-programmed schedule.

In addition to the day-to-day operations a review of tree management has been undertaken entitled "Initial Arboricultural Report: (see Appendix 11). This will involve identification of key features and determining action plans associated with:

- Trees bordering the park's boundaries
- Rows and avenues of trees defining footpaths.
- Ornamental area of the Park in the north west corner.
- Wildlife conservation area and children's playground.
- Trees in the vicinity of the pitch and putt course.

The action plan associated with the review will be produced and included in the parks maintenance programme for 2008.

### **General description - Heritage**

The site was founded on local brickworks in 1935 and laid out as a formal park in recognition of King George coronation in 1935.

It is believed that many of the surrounding houses would have been built from brick from this site.

The Jubilee Park leaflet identified this fact in an effort to raise awareness of local resident.

Heritage information on Jubilee Park can also be found on the Council's website.

## 12. Community Involvement

This is crucial to the development and enhancement of Jubilee Park and has been improved by:

### 'Friends of Jubilee Park'

As part of the Council's policy in respect to Best Value and Local Agenda 21, it is committed to increase community participation in the management of major facilities such as Jubilee Park.

A 'Friends of Jubilee Park' group was established in 2001. Local residents, visitors and persons representing such organisations as the local Police, have become actively involved. The Group has a formal Committee and meets publicly every 3 months.

The group have recently signed up to a new formal agreement to improve the level of co-operation between the Friends, the Council and other key stakeholders in the community based on a model agreed by the Council. Previously, a Council representative has chaired joint meetings however, as part of the new agreement meetings are chaired and run by the Friends' Committee. The Friends of Jubilee Park have a strong organisation that has been in existence for several years. The agreement clearly identifies the status and aims of the group. It also seeks to ensure issues such as health and safety, open access, and management issues are correctly addressed. The new agreement covers:

- Statement of intent.
- Representation
- Group attendance by other stakeholders
- Aims and objectives
- Acting in a democratic manner with no discrimination
- Involvement in decision-making
- Encouragement to assist in conservation tasks
- Encouragement to promote events and activities within its park

A copy of the Agreement together with minutes from their last meeting is shown in Appendix 12.

Encouragement of Voluntary Friends and Conservation Groups provide opportunities for improvements for parks and open spaces without any increase in expenditure. Groups such as the Friends of Jubilee Park have the chance to apply for funding not available to Enfield Council and can enhance the Council's parks and open spaces for the wider community, whilst giving those involved a sense of ownership.

A range of activities include regular meetings to discuss how the park can be enhanced; volunteer work for those interested in wildlife conservation and collecting data on wildlife, carrying out simple tasks that help keep the park clean and tidy, walks and talks and keeping the group informed of any changes affecting the park.

A number of events and activities have taken place in this past year and a planned programme of activities is being formulated for 2008 involving the Outreach Team, the SNPU and the Sport Development team. All information will be placed on the Council website and notice boards.

Encouraging the running of a range of events and activities – as indicated in the SWOT analysis, the events and activities programme has not been extensive enough to engage the local

community to full potential in the past. A new way of considering this issue for Jubilee Park will include:

- Making information more accessible - signage has improved at all main entrances to the park.
- To provide interpretation boards where new landscapes or habitats are created.
- Temporary notices will advertise improvements before and during implementation.
- The style of signage is likely to consist of visual imagery rather than the overuse of text, e.g. by using symbols and pictures. This will assist those ethnic minorities with a limited grasp of written English as well as those with learning disabilities.

User surveys were conducted to establish a wider view to inform and guide out thinking, as shown in Appendix 13.

A consultation process has taken place regarding the proposed changes to the park byelaws. The proposed changes have been agreed and passed by Cabinet and full Council. Currently the legal department is drafting new byelaws based upon the Model byelaws from the Department of Communities and Local Government. It is expected that the new byelaws will soon be sealed and advertised.

## **Outreach Team**

The Outreach Team was formed in the summer of 2005 following the reorganisation of the Parks service. The team comprises of one manager and three officers whose duties include supporting “Friends” groups, park walks, volunteer & conservation work, the encouragement of appropriate shows & events and liaising with other park groups. In addition, Enfield in Bloom is part of this unit and comprises of one manager, one full time staff, one part time staff and is complemented by an active external volunteer committee.

Specific duties of the Outreach Team include:

- Liaising with the Safer Neighbourhoods Parks Unit to reduce fear of crime within the parks and open spaces.
- Promoting appropriate events and activities.
- Encouraging the development of new “Friends” groups.
- Working with the voluntary and community sector to organise and deliver environmental and conservation projects.
- Working in partnership with schools to encourage participation in conservation and Enfield in Bloom projects.
- Organising and leading guided walks.
- Organising training courses i.e. countryside management, funding surgeries. Designing leaflets, maps, and interpretive information to publicise the services of the Outreach Team and Enfield in Bloom.
- Collection and collation of information relating to visitors’ needs and suggestions to assist in the planning of future services.
- Organisation of the Enfield in Bloom competition.

## **Volunteers**

There is a strong community commitment to volunteering within parks. This is primarily through the Enfield Conservation Volunteers and the Ground Force Team.

Both organisations are coordinated by the Outreach Team and undertake such works as fence repairs, hedge laying, tree planting, scrub clearance and path laying.

Further information is produced on leaflets and available on the website.

## **Probation and Young Offenders Service**

Parks engage and work in partnership with the Police and the Probation Service carrying out general maintenance within parks. Risk assessments are carried out by the relevant service prior to work being undertaken with all work being carried out through an on site supervisor.

### **13. Marketing**

There are a number of ways in which Jubilee Park can be publicised:

- Use of local media
- On-site information
- Council website.

A marketing strategy (see Appendix 14) has been developed to look specifically for parks and particularly the Green Flag applicants and will be rolled out to all parks during 2008.

#### **Use of Local Media**

A significant way in which the profile of the Park can be built up and maintained is by creating newsworthy “stories” for the local media, i.e. newspapers, local radio, etc. Press releases should be generated for each aspect of the improvements contained in the Management Plan, including:

- Volunteer activity
- Enfield in Bloom activity
- Events
- Sport
- New developments

To maximise the value of the open spaces to the residents of the Borough, we will take every opportunity to promote Jubilee Park, through the use of leaflets and other public announcements, promotion of events held on the site and producing press releases.

#### **On-Site Information**

There are a number of elements which should be used to publicise the Park and encourage repeat visits. These include:

- The erection of signboards at entrances.
- Erection of temporary notice boards at the site of any improvements. These should detail the objective for the works, how they will be carried out and a timescale for implementation.

## **Council Website**

Prospective Green Flag parks including Jubilee have associated up to the minute information maintained on the website. This can be used to:

- Inform the public about key policies (including any updating or amending of the Management Plan).
- Provide information about key events and activities.
- Provide information about the facilities contained within the park.
- Inform residents about changes which may occur in future (e.g. landscape improvements).

Those websites already contributing to the media campaign are:

- London parks discovery project – a London Parks and Gardens Trust funded project to act as a resource for schools. This can be viewed at [www.parkexplorer.org.uk](http://www.parkexplorer.org.uk) and it contains historic context and photos.
- The Enfield Conservation Volunteers website at [www.ecv.org.uk](http://www.ecv.org.uk) which sets out the events and activities of the group including Jubilee Park
- The number 1 Internet site for London [www.londontown.com](http://www.londontown.com) also includes an entry for the park with its facilities and features.

## **Park Leaflet & Parks Charter**

A leaflet on Jubilee Park, together with the Parks Charter and the “You and Your Dog” leaflet are included as attachments.

## **Events**

A number of events are scheduled to take place in Jubilee Park during 2008, some attracting large numbers of users. Before each event, the organiser is required to provide evidence of experience and planning by completing an events questionnaire and returning to the Parks Business Unit. Certain criteria must be satisfied before the event can be authorised including adequate organisation for the event, anticipation of numbers and eventualities, health and safety factors including risk assessment where appropriate. The organisers may be required to provide a bond and/or evidence of sufficient public liability insurance depending on the nature and scale of the event.

The Outreach Team of the Parks Service organise a number of events including guided walks, usually with a theme, which may extend to a greater area than the park. They also organise volunteer work activities, some involving local schools and other groups.

## **Events in Jubilee Park 2008**

There are a number of events scheduled for Jubilee Park for 2008.

There are also a number of informal activities that are undertaken in the park, these include:

- Tai Chi
- Rounder's
- Walking
- Jogging

## **Parks Business Unit**

The Parks Business Unit are responsible for the promotion and development of events. This includes regulation, co-ordination and publicising. The aim is to increase the number of events taking place in Jubilee Park over the period of the action plan.

Further information or booking arrangements for Jubilee Park can be made via the Parks Business Unit on 020 8379 1000.

The Parks Business Unit comprises of one Senior Business Support Officer and 3 Parks Business Support Officers. They are responsible for the management of, sports pitch lettings, events and customer service.

### **Specific duties include:**

General administration and financial duties:

- Logging of all complaints [general, corporate Stage complaints and Member Enquiries] onto the M3 system and appropriately assigned to officers for action within the agreed timescales
- Managing sport pitch booking services, including providing advice and information to users/potential users and letting sport pitches,
- Managing the events booking service, including providing information on forthcoming events and advice and guidance to first time event organisers.

Managing the allotment service including how to maintain allotment plots, best practice in the management of allotment sites and providing advice to users/potential users who want to apply for an allotment plot.

## 14. Management

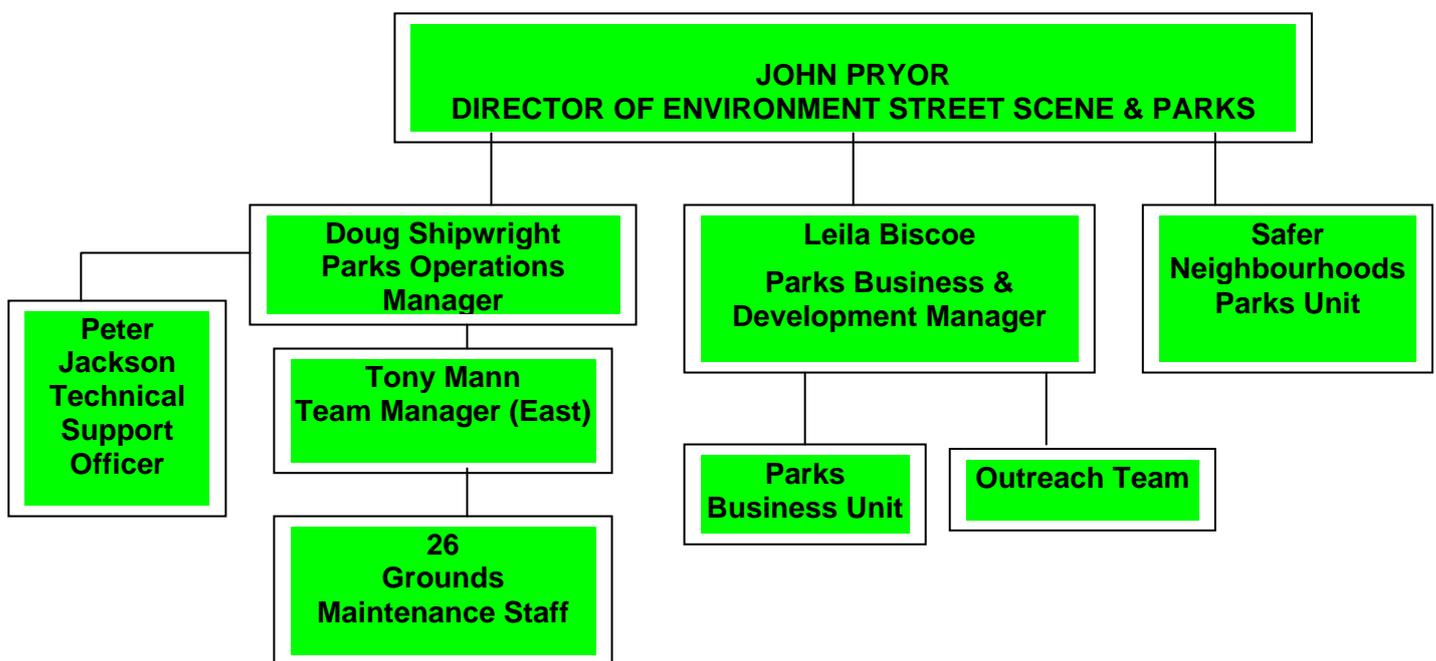
The objectives of the park management and staff is to develop the site in such a way as to improve the site and enhance the visitor experience whilst conserving character, heritage and ecology. This will be done through gathering as much information as possible about the site and its users and developing a plan that is robust and meaningful to all.

A structure will be put in place and resources will be provided to support actions necessary to effectively and efficiently deliver the plan.

### Parks East Staffing

#### STRUCTURE CHART

Of the 26 staff allocated to the East area, 5 are dedicated to Jubilee Park.



### Management Arrangements

Management of the park will be progressed through this Plan.

The management of the park is the responsibility of the Parks and Open Spaces Service, which is part of the Council's Environmental Services Group. Enfield's Parks Service is split into three areas, North, East and the West area. Jubilee Park is part of the East area. The area has a team leader with responsibility for 39 sites (12 sites being parks and the other 27 sites open spaces)

## Improving management of grounds maintenance standards

It is considered that standards have been improved. A review of quality standards has ascertained that they are adequate for Jubilee Park. However, work sheets are to be introduced to tighten the management of those standards, particularly in relation to litter collection and weed control. This will ensure better delivery of these standards by ensuring that they are completed to time and in a satisfactory manner. The Parks Operation Manager will undertake monthly tours to audit and assess standards.



Funding for new uniforms for grounds maintenance staff cost £3,200 (equates to £110 per person).

## Resourcing

There are a number of other sources of both internal and external resourcing for both improvements and the management of the park. These include:

- The Design and Maintenance Section of Corporate Services, through their contractors maintain the park buildings within the park.
- The parks fence lines surrounding the park are the responsibility of the parks service. The Highway Services Section of the Environmental Services Group maintains the fencing on our behalf along with the parks footpaths. Regular inspections are carried out to ensure that our fence line and footpaths are in good order.
- Day to day maintenance and cleaning of footpaths and the playground equipment are all part of the duties of the grounds maintenance staff.

- Machinery and equipment for grounds maintenance (2007 £30,000)

As part of a programme of investment during 2007, new machinery and equipment has been purchased to ensure that maintenance frequencies are adhered to and that quality standards are maximised. A total allocation of £110,000 has been made for the Borough, of which £30,000 has been allocated to the eastern area (of which Jubilee Park forms part). This will enhance grounds maintenance standards and ensure that frequency standards are met.

	Qty	Item	Unit cost	Total Cost	Order Num
Scambler	1	Gator	£6,795.00	£6,795.00	4500188185
Scambler	1	John Deere1545 rotary	£14,350.00	£14,350.00	4500188223
Fleetline	1	Spray kits (line marking)	£800.00	£800.00	4500188343
Tuckwell	2	Hedgecutter THT253	£280.00	£560.00	4500188570
Tuckwell	2	Strimmer 4200DX	£310.00	£620.00	4500188571
Tuckwell	1	Strimmer 550DX	£355.00	£355.00	4500188623
Tuckwell	1	Etesia 46PBTS	£485.00	£485.00	4500188573
Tuckwell	1	Etesia pro 51	£750.00	£750.00	4500188574
Tuckwell	2	Pro46 PBE	£395.00	£790.00	4500188572
Palmerston	1	Stihl HT75	£425.00	£425.00	4500188576
Palmerston	2	Stihl HL75	£399.00	£798.00	4500188577
Palmerston	2	Knapsack	£85.00	£170.00	4500188575
Ernest Doe	2	BR380	£300.00	£600.00	4500188579
Ernest Doe	2	BR600	£644.00	£1,288.00	4500188579
Ernest Doe	2	BR550	£614.00	£1,228.00	4500188579
				<b>£30,014.00</b>	

### Infrastructure (£38,910 – 2007/08)

An annual survey of all infrastructure, including footpaths, buildings, car parks, railings, fences and litterbins has been completed. This is further monitored daily by parks staff to assess condition and to ensure that repairs are prioritised. Current works include resurfacing of pathways £19,400 and new fencing to tennis courts £6,410, playground £3,000, Hadley Road £3,000 and Sutherland Road £2,500. Lines in the MUGA and graphic £4,600.

### Football pitch renovation works

During spring renovation works to relieve compaction, uneven surfaces and to improve soil fertility are carried out. This includes the use of a Vertidrain to relieve compaction, re-seeding with suitable species of hard-wearing grasses in order to provide an improved quality of surface and to reduce the risk of trip accidents. These will be continued on an annual basis at the end of the football season in May each year.

## **Arboriculture management**

A review of tree management has been undertaken entitled “Initial Arboricultural Report: Jubilee Park.” This involved identification of key features including:

- Historical parkland trees and other significant features
- Avenues
- New planting features

## **Playground**

The playground was refurbished during 2007 at a cost of £86,000.

## **Buildings**

### **Toilet upgrade (£60,000 - 2007)**

Capital provision for Jubilee Park was approved as part of a £3.5Million program of investment. The existing toilets have been completely refurbished with new cubicles and sanitary fixtures including hand dryers. Baby changing facilities have also been introduced in both male and female toilets along with a new ambulant toilet cubicle installed in accordance with the Disability Discrimination Act, including DDA compliant access ramp.

### **Henry Barrass Stadium Pavilion (£10,000 – 2006/07)**

Provides facilities for 2 football teams and referees. This benefited in the year 2005/06 by the Edmonton and District League funding the repainting of the changing room accommodation, upgrading furniture and a new changing area for either male or female referees together with a stand-alone shower. Parks match funded the renovations with the introduction of a new security fence at a cost of £6,000 to enhance on-site security and repaired the leaking roof. The frontage of the building had exposed rendering from the removal of seats and was repaired and repainted at the end of 2007 at a cost of £4,000.

### **Old Edmontonians Clubhouse and Stand (£3,000 - 2007)**

The clubhouse lies at the entrance of the Henry Barrass stadium from Houndsfield Road and is leased to the named club who run it as a private club with a drinks licence. The exterior of the clubhouse was repainted at the end of 2007 at a cost of £3,000. The stand consisting of a covered seating area is on the north side of the stadium and is a terraced concrete bank. The stand roofing cover consists of a steel girder and corrugated iron roofed structure. The corrugated sides of the stand which were formerly present have now been removed to reduce vandalism.

## **Community building**

This is in good condition with disabled access and disabled toilets and has access direct from King Edwards Road where a section of footpath is lit leading to it. The building has recently benefited in 2007 from an upgraded energy efficient heating system at a cost of £12k together with repairs to the ceilings and associated painting. The double Multi-Use Games Area (MUGA) was built during the winter of 2001/2002 (£98,000). It was funded with the aid of a grant from the Marathon Trust and is situated in the central northern part of the park, on the site of two of the old tennis courts.

As part of the rationale for implementation of a more targeted approach to green space provision, a re-allocation of revenue funding may be considered, particularly in relation to grounds maintenance improvements (litter collection, etc). Sites and tasks will be prioritised to give a more focused maintenance regime. This could be achieved by for instance introducing

lower-profile maintenance of grass areas, e.g. by introducing far more floral meadow to green spaces (apart from sporting or ornamental areas).

Provision of £10,000 per year, commenced in 2006/7, for improvements to Parks by way of a bidding process via the Friends group. Agreed projects for Jubilee Park for 2007 included £2,000 for white goods for the Community Centre.

## 15. Feedback Report



### **Jubilee Park London Borough of Enfield Green Flag Award 2007/2008**

#### **Bandscores**

<b>Desk Assessment</b>	0-9	10-14	15-19	20-24	25-30			
<b>Field Assessment</b>	20-29	30-39	40-44	45-49	50-54	55-59	60-64	65-70
<b>Overall score</b>	30-44	45-54	55-59	60-65	66-69	70-74	75-79	80+

**Status - Fail**

**Overall band score 60-65**

Desk Assessment Feedback

**Band score 15 19**

<b>Criteria</b>	<b>Strengths</b>	<b>Recommendations</b>	<b>Comments addressed</b>
<b>Presentation</b>	New updated plan	The plan is difficult to follow and is repetitive and predominately aspirational. It does not present itself as an easy read. The main action plan is not costed there seems to be very little synergy between the plan and the corporate aims	The plan has been totally reviewed, with the repetition being removed. The plan should now be a more manageable read. The aspirational element has now been replaced by realistic and planned aims.
<b>Health, Safety &amp; Security</b>	The relationship with the local police is very good. Covers the main points.	The plan fails to address how the park manages the safety of its employees. The promised copy of the new byelaws did not materialise.	<p>The parks staff are now enjoying improved working relationships with The Parks Police. All staff have a direct link to The Parks Police Manager in case of assistance being required.</p> <p>New Parks Byelaws are still not in place, but drafts have been placed out for public consultation.</p>

<b>Maintenance of equipment, buildings &amp; landscape</b>	The new playground and the toilet renovation are a positive move in the right direction.	There is an urgent need to address how the parks management will arrest the infrastructural decline.	The plan now does address the parks areas of infrastructural decline with proposed actions or works in progress.
<b>Litter, cleanliness, vandalism</b>	Provision for litter collection and dog faeces	Graffiti needs to be tackled urgently and vigorously.	Graffiti is now tackled on a 48hr response from the point of it being reported or seen by parks staff.
<b>Environmental Sustainability</b>	Good practices on the ground.	The plan fails to adequately address the issues of biodiversity and the linkage to deliver adequately.	Details of sustainability in the plan now match up with practice on the ground.
<b>Conservation of heritage &amp; nature</b>	Recent efforts made through Outreach and the Friends to improve nature conservation	A more comprehensive strategy and detailed programmes needed to deal with building and nature conservation aspects.	Species and habitat list provided as Appendix 9 The GLA open space and habitat survey team conducted a survey of the Enfield borough's green spaces during May to September.2007 Results are attached as Appendix 10.
<b>Community Involvement</b>	Good support and involvement from the Friends of the park.	Evidence of user group would help, minutes from meetings, number of	Friends Agreement and minutes of last meeting attached as Appendix 12.

		meetings. Actions agreed from meetings.	
<b>Marketing Strategy</b>	Very little information available on site	A leaflet explaining what was available at this park would be beneficial. Make use of the new events calendar on the Green Flag Award website to promote events / activities taking place on site	Website revamped. Marketing Strategy for Park completed attached as Appendix 14. New leaflet produced and on website together with Management Plan in PDF format.
<b>Overall management</b>	Evidence of well ordered schedule of horticulture work and park looks well looked after.	The local management and staff need to take ownership of the plan to ensure its deliverability. A simple flow chart relating to the park is required. The one presented on the day does not fully relate to Jubilee Park	5 Year action plan in place and updated. Each park has a Lead Officer at senior management level and a dedicated team working towards the achievement of Green Flag. Site visits are conducted with a cross section of staff, action notes recorded and monitored. Meetings of all the proposed parks are held monthly and views exchanged and issues explored. Actions are followed up within set timeframes. New flow chart included within section 14.
<b>Additional comments.</b> The management plan could have communicated a much clearer picture of the site for a wider audience, with more practical applications and linkages.			Management Plan has been improved and updated since last year taking into account judges' comments

Field Assessment Feedback  
**Band score 40-44**

Criteria	Strengths	Recommendations	Comments addressed
<p><b>A Welcoming Place</b></p>	<p>New site plan signage on main entrance and art deco gates refurbished. New iron fencing provided along some boundary lengths</p>	<p>Many of the smaller entrances still lacking good quality signage. Also have rusted iron fencing, broken down wire mesh, poor quality chain link and and vandalised bins            The problem of weeds in the pathways is still in evidence.            Attention has been paid to only one entrance whilst the others gives an unwelcome feel</p>	<p>The smaller entrances to the park were not in the best condition and as a result, they have all received serious attention to bring them up to a high standard. New railings and gates have been installed to replace wire mesh and the poor quality chain link. Signage has been improved and replaced where needed.            Dog bins and litter bins are checked at the time of emptying for vandalism and attended to as necessary.            The comment concerning “Unwelcome feel” has further been addressed by adding extra flower beds to smaller entrances.</p>

<p><b>Healthy, Safe and Secure</b></p>	<p>Good range of sports facilities to meet the needs of all ages and regular walks organised. New play areas for young children and football basketball courts of excellent design and condition. Bowls resources very well maintained by club members despite low numbers. Visitor surveys confirm public's perception of good safety provision. The presence of the PCSOs is reassuring to users.</p>	<p>Whilst a number of pathways have been repaired, there are other areas requiring urgent attention. The tennis courts had large amount of detritus accumulated around the perimeter and two courts were without nets despite many previous requests from users. The updated byelaw has failed to materialise. Small number of permanent staff on large site. No permanently manned ranger office which a park of this size deserves. Lack of telephone for emergency contact in case of problems and absence of CCTV facilities.</p>	<p>All pathways have been inspected and those in need of repair have been scheduled for repair as soon possible, although overall it was felt that the network were in good order. The tennis courts are now regularly cleaned out for litter and leaf accumulation, and the issue of courts without nets has now been fully addressed. The updated Byelaws have suffered unavoidable delays following public consultation. The issues are now resolved and a second public consultation is due to go ahead in February 2008. Budget restraints limit the amount of staff permanently on site, but the point is noted. The park ranger service was replaced by the Parks Police with PCSO's moving from park to park rather than spending all day in one location. The lack of telephone facility was not deemed to be a problem as it is now considered that the majority of park users will have access to a mobile phone. Emergency contact details are displayed on park signage. CCTV is very costly, and Enfield Council decided to invest in a Parks Police Unit with regular patrols in every park rather than rely on static CCTV cameras for park users safety.</p>
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<p><b>Clean and Well Maintained</b></p>	<p>Generally free of human litter and dog faeces. Grounds in tidy, well ordered condition and trees in good order.</p>	<p>Litter control on the day was mixed, there were areas where leaves from last winter fall still have yet to be cleared and there was a strong sense on un-coordination between the park and the highways to clear rubbish that had been gathering for some time. Some items of parks furniture in a very poor state of repair. Little evidence that the lawns were either strimmed or have been edged recently and a lack of uniformity in the maintenance of the grass areas. The walls of the clubhouse have been left bare where graffiti has been removed but graffiti still remains in the stand. Existing dog bins need to be redesigned to prevent misuse for general rubbish and poop bags to be provided.</p>	<p>Litter control is given a high priority from the Park manager, as to is the collecting of the Autumn leaf fall. Parks staff have now also been given clear instructions to tidy the highway at the parks boundary rather than assuming highways will be along to do it. (Hopefully this will prevent an untidy appearance around the entrances.) A full audit of parks furniture has been undertaken, and furniture in a poor condition has either been replaced or removed. The cutting regime of the park has been reviewed by the Operations Manager to improve standards. The edges are also now maintained on an annual basis following the criticism. Graffiti is now tackled on a 48hr response from the point of it being reported or seen by parks staff. Dog bins have been inspected and monitored, with no particular problems noted. There are no plans at present to provide poop bags.</p>

<b>Sustainability</b>	<p>Zero peat use and pesticides minimised to spot treating of weeds. Use made of drought tolerant plants to minimise water needs. All site grass cuttings and surplus tree branches retained on site for use in composts or reused as wood chippings. The composting of green waste was very good.</p>	<p>A lack of interpretative material in the wild areas and any strong initiative to encourage users to recycle. More effort needed to collect, store and reuse rainwater from buildings and paved areas on site. No site evidence of solar, wind or improved insulation to buildings. Recommendations of energy survey incomplete and inconclusive.</p>	<p>Interpretative signs for the wildlife areas are being considered for 2009. The possibilities of recycling and re-using rainwater are still being explored. The Energy Team has assessed all buildings in the Park in terms of energy and water consumption during 2007. A feasibility study has been completed which indicates what measures need to be taken to reduce consumption to sustainable levels. A report has been presented to Property Services in order that they can consider and include the required works within the R&amp;M works programme for 2008.</p>
<b>Conservation and Heritage</b>	<p>Some recent efforts made through Outreach to interest and involve selected community groups including schools in nature conservation.</p>	<p>Apart from the maintenance of the Art Deco gate there is very little building conservation being undertaken. Need regular site inspections to assess the structural condition of buildings and to prepare a building maintenance programme. Many buildings currently in very poor condition including sports pavilions,</p>	<p>Improvement work has been undertaken to improve the football changing rooms, football stand and clubhouse near the entrance. (All on schedule for completion by late Spring 2008) History of the park has now been enhanced in the management plan. Outreach workers have responsibility for managing the wildlife area, as well as adding species lists and overall plans for the wildlife area to the management plan.</p>

		<p>football seating stand and club near entrance. Little evidence of historical research into heritage features of the park. A clear strategy on how the park will tackle its buildings and other historical structures need to be formalised. Need to coopt the assistance of wildlife trusts to monitor wildlife, prepare species lists and make future recommendations for improving habitats and enhancing biodiversity. A survey of the Poplars was completed, but this lacks any indication of remedial works required. Despite the wild areas being very attractive, there is a sense that the areas were left un-maintained instead of being planned.</p>	
<p><b>Community Involvement</b></p>	<p>Active programmes conducted on site for playschools, teenagers and older people. Good efforts made by Friends of the park who meet regularly and plan improvements with planting schemes. Good use of site</p>	<p>The park would benefit from more interpretative signage and the creation of closer educational linkages with the three local schools. The Friends group should be encouraged to submit a capital bid to bring about parks improvements especially to the</p>	<p>The signage for the park has been fully reviewed and as a result new signage has been installed. The Friends group does engage with local schools and have carried out joint activities including bulb plating. The Friends group have been very active in improving The Community Hall, and have</p>

	made by many local football teams. Very good community involvement	community centre. More could be done to arrange public events such as band concerts, wildlife walks and green gyms.	recently been successful with a bid to install central heating.
<b>Marketing</b>	The park is popular to local people. This popularity could be enhanced by the provision of more information and planning of more events. Some brochures published on health walking and guided walks. Website in progress.	Need more guided trails for this particular park to meet cyclists, wildlife watchers and tree enthusiasts requirements. Need to better identify the parks potential for connecting with other nearby parks and open spaces and cycling routes.	New park leaflets have been designed to make park users aware of the events and activities that are available in the park. New cycle routes are planned across the borough to connect parks and open spaces, but progress has been suspended pending the final wording of the new proposed byelaws.
<b>Management</b>	Evidence of well ordered schedule of horticulture work.	The gap in the statement and actual delivery is quite stark. The park still appears to lack sufficient investment in resources and survives on using a minimal number of staff. More expertise and input needed on maintaining buildings and infrastructure and in developing future improved habitat provision. There would appear to be a lack of ownership/differences between the lower and upper management.	The parks operations manager has conducted a review of staffing, and as a result staffing levels have been improved from 2007. The issues/differences between upper and lower management have now been addressed by the staging of regular monthly meetings. This has ensured that issues are sorted out quickly rather than being lost in poor communication. As a result of the improved communication, there has been a noticeable lift in staff morale and everyone is focused on the Green Flag award.

		<p>The local site manager was not at the assessment meeting. In order to undertake the developments required the local manager and staff need to take ownership of the plan.</p>	
<p><b>Additional Comments</b>  A large size park with an excellent range of sporting and playing facilities. Also good for passive activities and well used by a wide variety of people. Much more positive future planning is needed to improve the community centre potential, establish a café, improve parking facilities especially for the bowls club, and to increase the presence of full time staff. More resources are needed to effectively maintain the many poor quality buildings and entrances. Providing on site waste separation facilities is also a recommended option to pursue.</p>		<p>The Community Centre does have huge potential, and the recent introduction of central heating will certainly help to keep the centre used all year round rather than just in the summer.  All options for a future Café on the site are being fully explored, but we are still in the negotiation stage.  Parking facilities at the bowls club will not be improved as it is deemed adequate for the current level of use.  The buildings on site are all now involved in active improvement plans, with much of the work already being carried out. The entrance issue has also now been fully addressed.</p>	

## 16. Action Plan

The five-year Action Plan is divided into a number of key areas relevant to the management and development of the park, namely:

- Actions
- Target date for completion
- Lead staff
- Outcomes against Green Flag criteria
- Resources
- Progress to date
- Review date

Objectives have been divided between short term actions to be achieved in year one, medium term actions to be achieved in years 2 & 3 and longer-term actions for years 4 & 5.

### Monitoring and Review

The Action plan identifies the allocation of tasks and the annual review dates.

In addition to the Annual Review undertaken by Senior Management Board, periodic reviews are conducted by the site management team and the Friends to determine progress and resolution actions.

The Annual Review progress report is delivered to the Council's Performance Review for inclusion in the Council's Improvement and Best Value Performance Plan.

The Plan itself will be reviewed annually and the Action Plan updated. Service standards and performance levels will be the subject of review and modification made as appropriate to maintain user satisfaction levels.

Additional items to the management plan and action plan will be the subject of consultation locally.

Green Flag criteria have been numbered in the tables, and are as follows:

1. A welcoming place
2. Healthy, safe and secure
3. Clean and well maintained
4. Sustainability
5. Conservation and heritage
6. Community involvement
7. Marketing
8. Management

### **Year One Actions**

<b>No.</b>	<b>Actions</b>	<b>Target Date</b>	<b>Lead Staff</b>	<b>Outcomes against Green Flag Criteria</b>	<b>Resources</b>	<b>Progress To Date</b>	<b>Review Date</b>
1.	Consolidate new staff rotas to improve cover	Jan 2007	Doug Shipwright	2,8	Staff time	Completed	N/A
2.	Introduce smart and welcoming uniforms for maintenance staff	Jan 2007	Doug Shipwright	1,8	Parks Revenue Budget	Completed	N/A
3.	Assess water and energy consumption to Park buildings	Jan 2007	Tina Heather	4	Staff time	Completed	N/A
4.	Agree new Friends Agreement	Jan 2007	Shirley Scott	6	Outreach Friends	Completed	N/A
5.	Renovate arch to main entrance	Feb 2007	Tony Corrigan	1	Parks Revenue Budget	Completed	N/A
6.	Carry out complete refurbishment of toilets/introduce new disabled facilities	Feb 2007	David Breckenridge	2,3	Capital programme	Completed	N/A

<b>No.</b>	<b>Actions</b>	<b>Target Date</b>	<b>Lead Staff</b>	<b>Outcomes against Green Flag Criteria</b>	<b>Resources</b>	<b>Progress To Date</b>	<b>Review Date</b>
7.	Purchase new machinery and equipment for service	Mar 2007	Doug Shipwright	3,8	2007 Approved provision £30,000	Completed	N/A
8.	Complete arboricultural survey of Park	Mar 2007	Alex Campbell	2,3,5,8	Staff time	Completed	N/A
9.	Commence implementation of Marketing Strategy for Park	April 2007	Gary Quilter	7	Staff time	Completed	N/A
10.	Instigate survey of infrastructure	Mar 2007	George Bond	2,3,8	Staff time	Completed	N/A
11.	Parks Police, surgery sessions in Park	Mar 2007	James Downing	1,2,8	SNPU time	Completed	N/A
12.	New planting scheme at main entrance in Galliard Road	Apr 2007	Karen Gurrey	1,4,5	Sponsorship/ Parks Revenue budget	Completed	N/A

No.	Actions	Target Date	Lead Staff	Outcomes against Green Flag Criteria	Resources	Progress To Date	Review Date
13.	Erect interpretative sign to new planting scheme at main entrance	Apr 2007	Tina Heather	1,4,5	Sponsorship Parks Revenue budget	Delayed due to costs.	November 2008
14.	Produce report assessing improvements to water and energy consumption in Park buildings	Apr 2007	Tina Heather	4	Staff time	Energy Survey completed by Energy Team on 21 <sup>st</sup> May 2007.	N/A
15.	Erect new sign at main entrance	May 2007	Tina Heather	1,7	Parks Revenue budget	On target	August 2008
16.	Monitor butterfly species	May 2007	Shirley Scott	4,8	Friends Dog Walkers	Completed	N/A
17.	Work with GLA to ensure all Habitats within Public Realm in	October 2007	Tony Corrigan/ Outreach	4,8	Staff time	Completed	N/A

	Enfield are assessed						
<b>No.</b>	<b>Actions</b>	<b>Target Date</b>	<b>Lead Staff</b>	<b>Outcomes against Green Flag Criteria</b>	<b>Resources</b>	<b>Progress To Date</b>	<b>Review Date</b>
18.	Carry out hedging works	Aug 2007	Christina Lee	4,8	Friends/ Conservation Volunteers	Ongoing	August 2008
19.	Introduce one new activity (weekday morning crèche/minority event, etc) to community hall	Sept 2007	Sport and Play	6,8	Outreach Friends	Completed Basketball Coaching	N/A
20.	Continue bulb planting initiative to boundary of Hounsfield School	Oct 2007	Karen Gurrey	4,5,6	Enfield in Bloom Friends Houndsfield School	Ongoing	Oct 2008
21.	Carry out repair works to footpath surfacing	Oct 2007	George Bond	2,3	Capital	Ongoing	April 2008
22.	Move litter bins to reflect needs of visitors + new lidded bins???	Nov 2007	George Bond	3	Capital	Ongoing	April 2008

### ***Medium Term Actions***

<b>No.</b>	<b>Objectives</b>	<b>Target Date</b>	<b>Lead Staff</b>	<b>Outcomes against Green Flag Criteria</b>	<b>Resources</b>	<b>Progress To Date</b>	<b>Review Date</b>
1.	Commence regular audit and remedial works to tree stock	Jan 2008	Alex Campbell	2,3,5,8	Parks Revenue Budget	On target	April 2008
2.	Erect bird and bat boxes	Feb 2008	Karen Chang	4,8	Parks Revenue Budget	Ongoing	June 2008
3.	Erect signage at secondary entrances	Mar 2008	Tina Heather	1,7	Sponsorship/ Parks Revenue Budget	On target	August 2008
4.	Repeat survey of infrastructure (annual occurrence)	Mar 2008	George Bond	2,3,8	Staff time	On target	March 2009
5.	Introduce sustainable planting at secondary entrances	Apr 2008	Karen Gurrey	1,4,5	Parks Revenue Budget	On target	April 2009
6.	Plant raised beds in	May 2008	Tony	4,5,6	Parks	On target	May 2009

	sensory garden		Mann		Revenue Budget Friends		
No.	Objectives	Target Date	Lead Staff	Outcomes against Green Flag Criteria	Resources	Progress To Date	Review Date
7.	Renovate soccer pitches including soil decompaction, seeding, sanding and fertilising (annual programme)	May 2008	Tony Mann	2,3	Parks Revenue Budget	On target	May 2009
8.	Carry out flora and fauna survey	May 2008	Karen Chang	4,8	Hertfordshire and Middlesex Wildlife Trust Friends	Completed GLA survey conducted	N/A
9.	Complete study to ascertain feasibility and costs of introducing cafeteria and sustainable construction to community hall	Aug 2008	Tony Corrigan	4,5,6	Section 106 funding Capital	On target	Aug 2009
10.	Introduce further activity to community hall	Sept 2008	Outreach Friends	6,8	Staff time	On target	Sept 2009
11.	Introduce new recycling	Oct 2008	Tony	3,4	Parks	On target	Oct 2009

	facilities to maintenance yard		Mann		Revenue Budget		
No.	Objectives	Target Date	Lead Staff	Outcomes against Green Flag Criteria	Resources	Progress To Date	Review Date
12.	Create new wild flower zone at rear of Galliard School	Mar 2009	Karen Gurrey	4,8	Parks Revenue Budget Friends	On target	Nov 2008
13.	Carry out feasibility study into alternative use for tennis courts	May 2009	Sport and Play Staff	6,8	Staff time	On target	July 2009
14.	Replant alpine area	May 2009	Tony Mann	4,5,6	Parks Revenue budget	On target	Nov 2008
15.	Replant golf area	May 2009	Tony Mann	4,5,6	Parks Revenue budget	On target	July 2009
16.	Introduce one new activity (firework display, etc.) to Park	Jun 2009	Outreach/ Friends	6,8	Staff time	On target	Nov 2009

17.	Introduce interpretative signs to wild life areas	March 2009	Outreach/ Tina Heather	11	Parks Revenue budget	On target	Nov 2008
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### ***Long Term Actions***

<b>No.</b>	<b>Objectives</b>	<b>Target Date</b>	<b>Lead Staff</b>	<b>Outcomes against Green Flag Criteria</b>	<b>Resources</b>	<b>Progress To Date</b>	<b>Review Date</b>
1.	Introduce “green” grounds maintenance machinery	Feb 2010	Doug Shipwright	4,8	Capital Programme	On target	July 2010
2.	Install water feature in children’s play area	May 2010	Tony Corrigan	5	Capital Programme	On target	May 2009
3.	Ensure community hall booked to level of 50% activity capacity on Mon-Sat	Sept 2010	Outreach Friends	6,8	Staff time	On target	Sept 2009
4.	Create woodland garden	Apr 2011	Tony Mann	4,8	Parks Revenue Budget/ Conservation Grant	On target	Apr 2010