

ACTION PLAN

Theme One: Quality Spaces (Maintaining and improving the condition of parks and green spaces)

Key Principle 1. Service Standards: To ensure that parks and open spaces are clean, well maintained, accessible and provide good quality facilities.

Objective Reference	Objective	Targets	Aspirations	Priority	Timescale	Key Performance Indicator
OBJECTIVES						
1.1	To agree quality standards that reflect customer expectations for each level of park's hierarchy			High	2012	Minimum quality standard
1.2	To report on the Management Information data from the 'Collective' system on operational performance.			High	2012	% of tasks completed Tasks completed satisfactorily (based on % check) Accuracy to schedule.
1.2.1	Annual quality assessments for key parks (District and Local parks) published on Council's web site.			High	2012	Number of parks and open spaces with a Quality Score of good or very good.
1.3	To benchmark with other London Boroughs using the			Medium/ Low	2012 - 2017	Benchmark with other London Boroughs on London Parks

	London Parks Benchmarking 'cost framework'					Benchmarking 'cost framework' and other agreed performance measures.
1.4	To ensure that Grounds Maintenance staff have necessary skill levels			High	2012 - 2017	Number of staff with horticulture/arboriculture qualifications.
TARGETS						
1.5		To maintain parks and green spaces to the relevant quality standards		High	2013 - 2017	% of people very or fairly satisfied with parks and open spaces Target - to increase by 10% from 2008 Place Survey result by 2017
1.6		Achieve a baseline quality score of 70% for key parks and 60% for other parks		Medium	2012 - 2017	Target of 2 parks per annum achieving baseline quality.
1.7		Achieve Green Flag Award for one park every three years		High	2012 - 2117	Green Flag Award for one key park during the 5 year plan period.
1.8		Complete management plans for different types of open space by 2020		Medium	2012 - 2017	One management plan for a park or open space per year.
ASPIRATIONS						
1.9	.		To develop a common management plan framework to support	Medium	As resources allow	Framework adopted.

			planning across different types of open space			
--	--	--	---	--	--	--

Key Principle

2. Parks and Open Space Infrastructure To develop agreed standards of maintenance for all parks and open spaces infrastructure.

Objective Reference	Objective	Targets	Aspirations	Priority	Timescale	Key Performance Indicator
OBJECTIVES						
2.1	Inspect, maintain in a clean condition and keep free of graffiti all furniture			Medium	2012 - 2017	Condition of the assets measured by visual inspection
2.2	Report vandalised, unsafe, damaged or defective items			Medium	2012 - 2017	Response time
2.3	Action on reported defects			Medium	2012 - 2017	Response time
ASPIRATIONS						
2.4	Improvements to park infrastructure			High	As resources allow	Improvements completed per annum
2.5	Planned preventative maintenance programme			Medium	As resources allow	Number of replacements per annum

Key Principle

3. Parks and Open Space Infrastructure To develop agreed standards of maintenance for all parks and open space infrastructure.

Objective Reference	Objective	Targets	Aspirations	Priority	Timescale	Key Performance Indicator
OBJECTIVES						
3.1	To undertake a review of existing park buildings to inform a programme of rationalisation.			Medium	2012	Maintenance service delivery performance Maintenance cost performance
3.2	To develop a planned preventative maintenance programme			Medium	2014	Programme agreed and implemented
3.3	To ensure that reported defects requiring action are given a priority time period for completion.			Medium	2012	Corporate Repairs % completed with agreed timescale
TARGETS						
3.4		Ensure that retained parks buildings are maintained to a "fair standard"		Medium	2012	Annual building audit to meet 'fair' standard
3.5		Secure improvements to the condition of showers and changing facilities particularly for women.		High	Review completed June 2012	Review completed Rationalisation implemented

Key Principle

4. Monitor & Review To monitor and review progress on implementation of the Open Space Strategy.

Objective Reference	Objective	Targets	Aspirations	Priority	Timescale	Key Performance Indicator
TARGET						
4.1		Monitor progress on the implementation of the Open Space Strategy		High	2012 - 2017	% level of achievement for individual themes

Theme Two: Sustainable Green Spaces

Key Principle 5. Sustainability: To develop a more sustainable approach to the maintenance of parks and open spaces.

Objective Reference	Objective	Targets	Aspirations	Priority	Timescale	Key Performance Indicator
OBJECTIVES						
5.1	To minimise the use of pesticides and fertilizers in parks and open spaces			Medium	2015	Reduction per annum
5.2	To maximise green waste composting from arisings			Medium	2015	Increase per annum
ASPIRATIONS						
5.3			Increasing the use of organic mulch to increase soil fertility, improve soil structure, increase soil fauna and increase water retention.	Medium	As resources allow	Increase per annum
5.4			Increasing the use of ground cover planting to reduce weeds and water loss and create habitats for wildlife.	Medium	As resources allow	Increase per annum

5.5			To examine opportunities to use renewable energy in parks and open spaces.	High	As resources allow	Number of schemes introduced
-----	--	--	--	------	--------------------	------------------------------

Key Principle 6. Adapting to Climate Change: To utilise the contribution of open spaces in mitigating the effects of climate change

Objective Reference	Objective	Targets	Aspirations	Priority	Timescale	Key Performance Indicator
OBJECTIVES						
6.1	To ensure that water efficient fixtures and fittings are used in buildings situated in parks and open spaces.			Medium	2012 - 2017	Increase in number of efficient fixtures and fittings
ASPIRATIONS						
6.2			To increase and promote opportunities for the collection of rainwater and the recycling of 'grey' water.	High	As resources allow	Number of recycling schemes introduced
6.3			To maximise the volume of hard surface water run-off which is retained within the park so that water can drain naturally into the	Medium	As resources allow	Increase in volume recycled water

			ground			
6.4			To introduce more drought tolerant planting schemes such as using particular species of herbaceous perennials which need minimal watering when established	High	As resources allow	Increase in planting of drought tolerant species
6.5			To examine opportunities for the recycling and on-site treatment of surface water in the water features and wetlands	Medium	As resources allow	Increase in wetland water features

Key Principle 7. Increasing Biodiversity: To manage all parks and open spaces, where appropriate, to protect and enhance their potential value for wildlife and biodiversity

Objective Reference	Objective	Targets	Aspirations	Priority	Timescale	Key Performance Indicator
OBJECTIVES						
7.1	To ensure that grounds maintenance specifications incorporate the need to increase biodiversity by using native species and by providing food and nesting sites for wildlife.			High	2012 - 2017	Increase in use of native species
TARGET						
7.2		To develop biodiversity management prescriptions on key BAP sites		High	2012 - 2017	Biodiversity management plans developed for 2 sites per year

Key Principle

8 Enhance Linkages between and through Open Spaces, the Green Grid and Cycle Network

Objective Reference	Objective	Targets	Aspirations	Priority	Timescale	Key Performance Indicator
TARGET						
8.1		To connect people with places of work, recreation, and other service centres, along green corridors, shared use walking and cycling routes, Public Rights Of Way and other paths.		Medium	2017	Increase in length of walking and cycling routes
ASPIRATION						
8.2			To promote sustainable transport through the development of a safe and accessible network of routes.	Medium	As resources allow	Increase in length of walking and cycling routes

Theme Three: Places For People

Key Principle 9. Encourage Diversity and Inclusion: To increase the use of parks and open spaces by under-represented groups.

Objective Reference	Objective	Targets	Aspirations	Priority	Timescale	Key Performance Indicator
OBJECTIVES						
9.1	To develop initiatives that engage all communities in their parks and open spaces.			Medium	2015	Number of initiatives Target 2 per annum
9.2	To ensure that the development plans for parks and open spaces make them significantly more inclusive and accessible to all.			High	2012 - 2017	Management plan includes specific measures to increase inclusivity and accessibility.
TARGETS						
9.3		To carry out a programme of engagement with ethnic groups and disabled groups to enhance these communities' use of parks;		High	2012 - 2017	Number of groups engaged per annum Target 2 per annum

9.4		To work with local disability forum to find ways to help disabled people make greater use of parks and open spaces		High	2013 - 2017	% of disabled people who have used parks and green spaces in the last 6 months
ASPIRATIONS						
9.5			To promote the use of local open spaces to those groups who are not currently using them.	High	As resources allow	Number of marketing campaigns targeted at relevant groups.

Key Principle 10. Consultation: To ensure that the needs and aspirations of the elderly, children, ethnic minorities and the disabled are taken into account..

Objective Reference	Objective	Targets	Aspirations	Priority	Timescale	Key Performance Indicator
OBJECTIVES						
10.1	To undertake regular consultation and participation exercises to ensure that customer needs and expectations are being met.			Medium	2012 - 2017	Undertaken consultation to inform development / improvement works in the last year.
ASPIRATIONS						
10.2			To undertake pre-consultation surveys to ensure that consultation exercises are focused on priority issues	Low	2012 - 2017	A pre consultation survey for each park or open space in the Development Programme.

Key Principle 11. Parks User Groups: To promote the establishment of new steering groups for parks and open spaces that to guide changes to park and/or management plan.

Objective Reference	Objective	Targets	Aspirations	Priority	Timescale	Key Performance Indicator
TARGETS						
11.1		To undertake Steering Group setup 'programme'		Medium	2012 - 2017	Programme undertaken. Target 1 per annum.
11.2		To endorse the role of existing user groups as the principal forum for discussing views about open spaces and promoting more effective, beneficial usage of the park to the wider community		Medium	2012 - 2017	Hold extraordinary meeting with each of the existing user groups to review/refresh aims and objectives.

Key Principle 12. Safety & Security: To increase the sense of safety and security in Harrow's parks and green spaces.

Objective Reference	Objective	Targets	Aspirations	Priority	Timescale	Key Performance Indicator
OBJECTIVES						
12.1	To work with Metropolitan Police and Crime Prevention Design Officer to incorporate Secured by Design principles in main parks.			High	2013	1 Development Park per annum
TARGETS						
12.2		To increase the number of parks achieving Mayors Safer Parks Award		High	2012	Increase from 3 Gold to 1 additional park / year
12.3		To maintain existing low level of crime/ASB in parks and open spaces.		High	2012 - 2017	Maintain number of reported crimes in parks and open spaces

Key Principle 13. Using Current Data to Identify Customer Needs and Deficiencies: To employ existing data and information held by various Council departments to provide a robust evidence base for establishing future priorities and priority areas.

Objective Reference	Objective	Targets	Aspirations	Priority	Timescale	Key Performance Indicator
OBJECTIVES						
13.1	To include Mosaic profiles together with data for health, multiple deprivation in establishing priorities.			High	2012 - 2017	Include data on park priority matrix

Key Principle 14 - Needs of Young People

To ensure that parks and open spaces are attractive and welcoming to children and young people

Objective Reference	Objective	Targets	Aspirations	Priority	Timescale	Key Performance Indicator
OBJECTIVES						
14.1	To ensure that parks and open spaces are attractive and welcoming to children and young people.			High	2012 - 2017	Children and young people's satisfaction with parks and play areas
14.2	Deliver spaces for children to play and young people to 'hang out' that are attractive, welcoming, engaging and accessible for all local children and young people, regardless of gender, disability and ethnic origin.			Medium	2012 - 2017	Children and young people's satisfaction with parks and play areas
ASPIRATIONS						
14.1.2			Work towards making parks and open spaces places where the needs of every child matter.	Medium	As resources allow	Children and young people's satisfaction with parks and play areas

Theme Four: Resources

Key Principle 15 - Resources **To address the issue of diminished access to external funding by finding different ways of working and focusing on key priorities.**

Objective Reference	Objective	Targets	Aspirations	Priority	Timescale	Key Performance Indicator
OBJECTIVES						
15.1	To deliver value for money through the systematic review of operations or processes to ensure the best possible use of the human and material resources available. The prime aim is to improve productivity.			High	2012 - 2017	Total expenditure (£ per 1,000 population)
15.2	Work with other organisations in the parks and open space industry to develop and share best practice.			Medium	2012 - 2017	Number of benchmarking schemes engaged with
ASPIRATIONS						
15.3			Increase productivity and efficiency in the delivery of the parks and open space	High	As resources allow	Hectares maintained per number of FTE employees.

			service.			
15.4			To become a more flexible and adaptable service	Medium	As resources allow	Introduction of more flexible working practices

Key Principle 16 - Working with Private/Third Sector To examine innovative ways to fund parks and other open spaces possibly through a public-private partnership where the general partners would be the council and a not-for-profit organisation which supports parks and open spaces.

Objective Reference	Objective	Targets	Aspirations	Priority	Timescale	Key Performance Indicator
TARGETS						
16.1		To work with organisations and constituencies that use or support parks and open spaces such as sports clubs, environmental groups, youth organisations and community groups to secure funding for parks and open spaces		High	2012 - 2017	Number joint initiatives with outside organisations
16.2		We will work with volunteers, statutory and non-statutory stake holders which cover the larger open spaces to see if we can identify ways in which we can better maintain and develop facilities and use of these open spaces together		High	2012	Develop and agree delivery model
ASPIRATIONS						

16.3			Promote and support the development of community partnerships	Low	As resources allow	Number of community partnerships established
-------------	--	--	---	-----	--------------------	--

Theme Five: Promoting Increased Activity

Key Principle 17 Promoting health and activity To promote the importance of parks and open spaces as places to increase activity to maintain physical fitness and to improve psychological and social health.

Objective Reference	Objective	Targets	Aspirations	Priority	Timescale	Key Performance Indicator
OBJECTIVES						
17.1	Work in partnership with Primary care organisations to develop programmes which encourage use of open spaces by those with physical and mental health problems			Medium	2012	Number of initiatives with NHS Harrow (Primary Care Trust)
TARGETS						
17.2		Develop a marketing strategy to attract more visitors to open spaces		Medium	2013	Marketing Strategy written
17.3		Promote schemes such as <i>Walking for Health</i> , which encourage physical activity in green spaces and natural environments.		Medium	2012	Number of parks or green spaces offering 'Walk for Health in Harrow'
ASPIRATIONS						

17.4			To explore ways of maximising the use of available open space for promoting health and wellbeing among all groups and communities	High	As resources allow	Incorporation into Parks and Open Spaces Management Plan.
------	--	--	---	------	--------------------	---

Key Principle 18 - Sports provision **To work with sports clubs and other users of sports facilities to safeguard and where possible to improve the standard of existing sports provision.**

Objective Reference	Objective	Targets	Aspirations	Priority	Timescale	Key Performance Indicator
OBJECTIVES						
18.1	To undertake a review of the arrangements with various sports and clubs using council facilities.			Medium	2013	Review completed
TARGETS						
18.2		To work towards providing a better quality of sports pitches to encourage higher levels of participation in pitch sports.		Medium	2013	Number of successful external funding applications
18.3		Develop a strategic approach to outdoor sport provision		High	2012	Outdoor Sports Strategy written and adopted

Key principle 19 -

Key Principle 19 - Improve and extend opportunities for informal recreation To promote the use of parks and open spaces as places for informal recreation particularly walking and running.

Objective Reference	Objective	Targets	Aspirations	Priority	Timescale	Key Performance Indicator
TARGETS						
19.1.		To make exercise and improved fitness accessible to a wider audience through the continued development of green gyms.		High	2012 - 2017	Number of parks and open spaces with green gyms. Target 1 additional green gym per annum.