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Section 1 Introduction

The Need for the Revised Strategy

In recent years there has been a growing debate about the value of public parks and urban green spaces. Much of this has been in response to the general decline of parks nationally and to the perception by some that parks have lost their way in 21st century life.

The work of the Urban Green Spaces Taskforce highlighted the issue that urban green spaces have suffered widespread neglect and the Government responded by announcing a range of improvement initiatives.

A report by the Commission for Architecture and the Built Environment (CABE) finds that the country that invented the public park is now looking to other countries for inspiration in an attempt to halt the decline in the quality of urban green spaces. It cites 11 cities where authorities are improving their residents' health, wealth and quality of life by investing in parks.

On a local level, the Council's Corporate Strategy 2002-2006 places particular emphasis on the importance of promoting quality of life and the green agenda. A programme of substantial improvements to Brent's urban green landscape is in progress and to keep pace with evolving international, national and local priorities, it was timely to produce a revised Parks Strategy for Brent.

This strategy is specific to the Borough's parks and the wider issues relating to all urban green space in Brent will be addressed through the developing Open Space Strategy.

Scope of the Strategy

This Strategy sets out a clear policy framework for Brent Parks over the next five years and links to the community strategy process. It also provides a structure to ensure that the wider Council's priorities are achieved.

In producing the Strategy, it is the aim, as far as possible to promote equality of opportunity for all and ensure that this strategy is integrated with and consistent with other relative strategies.

In undertaking this, the Strategy sets out the following methodology:

- a) To identify the relationship between this strategy and relevant national, regional and local policies, in particular, Brent's Corporate Strategy 2002-06.
- b) To make an objective current assessment of the quantitative and qualitative provision of parks in the borough.

- c) To make an objective current assessment of local community needs and demands involving a variety of consultation methods to inform the strategy.
- d) In the light of the assessments produce a Strategy with a realistic action plan for delivery.

The scope of this Strategy includes the following urban green space within the Borough: public parks, public open spaces, children's play areas and allotments.

In the Council's organisational structure, Brent Parks Service is responsible for the management and maintenance of the above and this Strategy also sets out the strategic context by which the Service will deliver the Council's priorities.

Structure of the Strategy document

Section 2 offers a profile of Brent, in terms of the people who live here and the resources available to them.

Section 3 presents the policy and strategic framework context within which the Strategy is set.

Section 4 summaries the findings from the quantitative and qualitative audits of the Borough's green spaces as defined in the Scope of the Strategy. The audits provide information on the quantity of green space and the quality and function of each of the green spaces from district parks to allotments.

Section 5 examines the needs and preferences of a range of stakeholders relating to green space with a consideration of the demographic composition of the Borough as profiled in **Section 2**.

Section 6 contains the strategies and recommendations which have been derived from a consideration of the audit implications and findings from consultation.

Section 7 contains the action plan to deliver the Strategy.

Section Two A Profile of Brent

Background

Section Two offers a profile of Brent, in terms of the people who live here and the resources available to them. This includes details outlining:

- Location
- Demographics (gender, age, beliefs, ethnic grouping)
- Local economy and employment
- Poverty and deprivation

These factors and the cultural, financial and physical issues that accompany them will significantly influence residents' ability or willingness to use Brent's Parks and Open Spaces and the passive and active recreation opportunities associated with them. It is therefore essential that residents characteristics of the area are taken into account in planning for effective and accessible services.

Summary

The London Borough of Brent is an outer London borough with many of the characteristics of inner London authorities. Brent has a population of 272,448¹, living in approximately one hundred thousand households². This is the second most ethnically diverse population in the country: over half of the population are from black and minority ethnic communities. The proportion of Brent's residents from black and minority ethnic groups rises to three quarters of the population for children in the council's schools. Over 130 languages are spoken with Gujarati, Hindi, Punjabi, Somali and Urdu being the main minority languages.

One hundred and twenty thousand people work in the borough³. Unemployment stands at 5 per cent, which is above the London and national average, and there are significant levels of local deprivation. Overall, Brent is the 13th most deprived London borough, with five wards falling within the ten per cent most deprived in Britain⁴. The unemployment levels in these wards are nearly six times the national average. These wards are generally in the south of the borough. Significant regeneration activity is currently taking place in the borough to address these issues.

¹ Mid year 2002 estimates based on 2001 census

² Census 2001

³ Annual labour force survey, 2002

⁴ DETR Index of Multiple Deprivation 2000

Location

Brent is an outer London borough in the north west of London. The map below shows Brent's position in relation to other boroughs and surrounding counties.



MAP 1: BRENT LOCATION

The map above shows that Brent has boundaries with seven other authorities, all of which contain significant parks facilities. It is essential that these are taken into account in planning Brent's facilities. Users are likely to select facility by proximity to where they live or work rather than whether or not they are within Brent's administrative boundaries.

Brent covers approximately 4,325 hectares and is crossed by two of the main arterial routes into London and is divided by the North Circular Road.

Brent can be broadly characterised as more affluent in the north (north of the North Circular Road) and generally more deprived to the South. Although classed as an 'outer' London borough Brent has many 'inner' London characteristics; these are outlined in this section.

At the centre of the borough, Wembley is to become the home of the new national stadium, opening up significant new opportunities.

Political Structure

The Borough of Brent is divided into 21 Wards. Each Ward is represented on the Council by 3 ward Councillors. The Borough is represented nationally by three Members of Parliament.

Demographics

Brent has a rapidly growing population. The growth rate over the past ten years has exceeded 3%, but in the last two years this has increased considerably. Current estimates suggest are that there are 272,448 residents in Brent⁵ living in 99,991 households⁶. Brent has a typical balance between men and women residents; 49% of Brent's population are male and 51% are female⁷.

Nearly 8% of Brent's residents migrate to Brent from other areas every year – 2% from other countries and 6% within the UK. There is also significant movement within the borough with 5% of the population moving within Brent to another area within Brent every year. Thus some 14.6% of the boroughs residents will live at a different address each year⁸.

Brent has a large, diverse and growing population of refugees and asylum seekers. It is estimated that these groups represent about 5% of the borough's total population of which over 50% speak little or no English.

Age

Brent is a relatively young borough in relation to the rest of the UK with an average age of 35.4⁹. A large proportion of Brent population (37%) is constituted by those aged between 20-40 years old. However, nearly a quarter of the borough's population are under 19 years old and 16% of the borough are over 60 year old.

Although the present population of Brent is relatively young, a growth in the proportion of older people is predicted. In the next 20 year there will be a slight decrease in residents under 44 years old and a significant increase in the 45-64 age groups combined with an increase of all age groups over 65 years old.

Ethnic Groups

Brent is one of the most culturally diverse (non – white) boroughs in Europe and the diversity within our ethnic minority communities itself is second-to-none. Black and Minority Ethnic Groups in Brent now make up the majority of the population.

⁵ Mid year 2002 estimates based on 2001 census

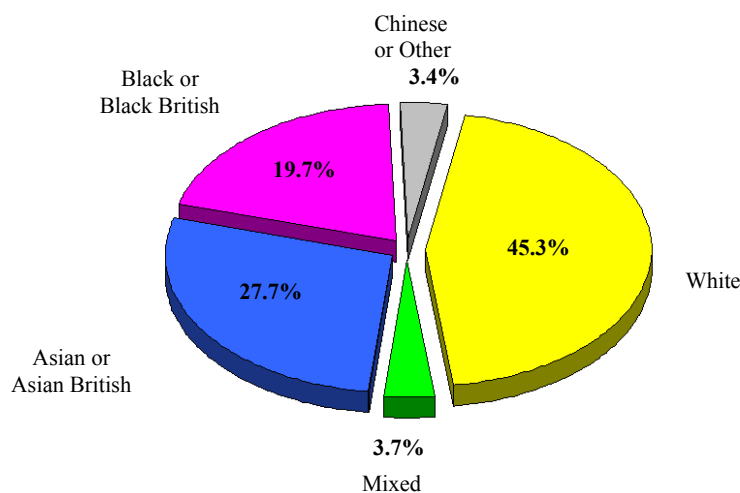
⁶ Census 2001

⁷ Census 2001

⁸ Census 2001

⁹ All information in this section is taken from the 2001 census

The chart below shows the ethnic breakdown of the Borough:



OVERVIEW OF ETHNICITY OF BRENT RESIDENTS

Source: Census 2001

This chart shows the diversity of Brent's population. However it is worth noting that there is even greater diversity within the boroughs younger population. 73% of pupils in Brent schools are from ethnic minority communities. 45% of pupils speak English as an additional language and over 130 different languages are now spoken in our schools with Gujarati, Hindi, Punjabi, Somali and Urdu being the main minority languages.

Religious Groups

Brent has a community consisting of a variety of different religions. The largest religious group in Brent are Christians (48 %) followed by Hindu (17 %) and Muslim (12 %). Ten per cent of Brent's population state that they have no religion.

Local Economy and Employment

Brent is traditionally a manufacturing Borough; however the local economy is in a process of change with manufacturing in decline and significant growth in real estate, renting and business activities. Retail and wholesale are the largest employing sectors.

Alongside many small and medium sized businesses, Brent is also home for a number of 'blue chip' companies including: Guinness, Heinz, United Biscuits, Delta Airlines, Air France and Elf Oil UK Ltd. Park Royal, London's largest business park is located in the southwest corner of the borough. More than a thousand companies are based here.

After nearly a decade of expansion, economic growth has slowed recently and there are pockets of persistent high unemployment, in Brent. The borough-wide unemployment rate is 5%¹⁰ this is above the London average and over 40% above the national figure. However, there are ward variations and unemployment is as high as 17% in priority neighbourhoods such as South Kilburn and St Raphael's – nearly six times higher than the national average.

¹⁰ Annual labour force survey, 2002

Within the overall figures for Brent, the proportion of residents classified as long term unemployed in Brent is a third higher than the national average. The table below outlines economic activity within the borough:

Economic Activity	Brent %	England & Wales %
Employed	56.9	60.6
Unemployed	5.0	3.4
Economically active students	3.6	2.6
Retired	9.6	13.6
Economically inactive students	8.3	4.7
Looking after home/family	6.8	6.5
Permanently sick or disabled	4.7	5.5
Economically inactive	5.1	3.1

ECONOMIC ACTIVITY OF RESIDENT AGED 16 TO 74 (%)

Source: Census 2001

Behind the basic unemployment figures there are stark facts:

- The rate of economic inactivity within Black and Minority Ethnic groups is 31%
- 29% of Brent residents have basic or no numeracy skills
- 17% of Brent residents have basic or no literacy skills
- 51% of Brent residents of working age residents have basic or no IT skills

Recent years of economic buoyancy have had little impact on parts of southern Brent and large areas remain very deprived with many people effectively excluded from the more affluent mainstream. Even the traditionally more wealthy areas of north Brent have pockets of disadvantage and may be at risk of decline.

Poverty and Deprivation

Brent is a borough of diversity, where affluent suburban areas sit cheek-by-jowl with Inner city London. Poverty and social exclusion, particularly in the South of the Brent create significant issues for the Borough. The gap between rich and poor is growing and the number of households on low incomes is increasing. Some areas of Brent are amongst the most deprived in the UK with five wards falling within the top 10% most deprived wards in the Country (**Index of Multiple Deprivations 2000**). These wards are Carlton, Stonebridge, St Raphael's, Roundwood, and Harlesden.

The Indices of deprivation, (**See Appendix 1**) are used by organisations such as the Heritage Lottery Fund to determine Priority Areas with regard to Lottery Funding and the development of programmes such as Active Communities and Sports Action Zones. These indices are also used by other organisations such as the Health Authority and Central Government to allocate funding e.g. to fund Neighbourhood Renewal and New Deal for Communities initiatives.

Over half of Brent's households have an income below the London average.. Within Brent's most deprived neighbourhoods, 20% of households have a gross income of less than £100 per week. 40% of households have an income entirely made up of benefits. There are also significant skills barriers for a large proportion of Brent residents who do not have the necessary basic skills to use and access some services.

CONCLUSION

All of the factors detailed in this Section and those highlighted in **Appendix 1** need to be taken into account in the planning, provision and promotion of parks.

Section 3 Policy and Strategic Framework

Background

Section 3 sets out the national, regional and local policy framework which has been taken into account in the development of this Strategy. It reviews the implications and influences of these policies, strategies and trends on the future of urban parks in Brent.

National and Regional and Local Policy

Urban Green Spaces Taskforce (2001)

The Urban Green Spaces Taskforce was set up to advise the government on proposals for improving the quality of urban parks, play areas and green spaces. The Final Report of the Taskforce launched in May 2002, set out three key priorities:

- The establishment of an "urban open space typology", to be used as the basis for planning, local assessment of need and audits of existing provision, and to ensure comparability of data collection across local authorities.
- The development of a "green space strategy", by each local authority, to include "locally-determined provision standards".
- To create a new national agency for urban green spaces, to coordinate strategies and champion the cause, (CABE Space).

CABE Space

CABE Space, was established in 2003, to act as the nation's champion for urban space, with particular focus on green spaces. The unit will promote and develop skills training, disseminate good practice and provide help and advice to local authorities on delivering improvements to the public realm.

Early priorities for CABE Space will be to encourage local authorities to have a strategy in place for improving their urban spaces, in particular green spaces.

Modernisation and Best Value

The need for local authorities to take into account the cross cutting value of parks and open spaces and to ensure Best Value is truly being grasped to deliver sustainable improvements for the public. Going much further than CCT, this requires local authorities to provide services which challenge, compare, consult and compete when providing services.

In Brent, the Council's Parks Service (BPS) underwent a Fundamental Service Review in 2001. The Review led to the introduction of a Best Value

Improvement Plan which has been revised in line with this Strategy to meet with the Council's key improvement targets.

The Local Government Act 2000

Requires local authorities to prepare community plans and strategies to deal with such issues as crime and disorder. Containing new powers for local authorities to promote economic, social and environmental well being.

As the provision of urban parks has a direct impact on all of these areas, it is vital that their management continue to play an influential role in helping to achieve the planned outcomes for Brent.

Commitment to Neighbourhood Renewal

The government's national strategy action plan for the renewal of neighbourhoods and the development of local strategic partnerships (lsp). This strategy has led to successful regeneration programmes and funding opportunities for urban parks in Brent, in St Raphaels/Brentfield and Stonebridge and Harlesden.

Beacon Council Initiative

The third round of Beacon Councils in 2001 included the theme of 'improving urban green spaces' with criteria focused on local council's innovative and effective approach to planning, design and management of green spaces.

Brent Council was successful through BPS in achieving Beacon status under the key areas of:

- Consultation
- Partnerships
- Environmental management

Regionalism

The developing regional agenda will require regional solutions to local issues.

The London Plan 2004 sets the strategic context for open space planning that is based on protecting and promoting the network of open spaces throughout London. Policy 3D.11 of the London Plan states the London boroughs should prepare Open Space Strategies to understand the supply and demand of open spaces and identify ways of protecting, creating and enhancing them. The Greater London Authority has produced a Guide to Preparing Open Space Strategies (June 2003) which provides practical guidance and advice to London boroughs on the preparation of an Open Space Strategy.

The role of Brent's urban parks contributes to the developing cultural strategy and the Borough's Open Space Strategy. Work completed for this Strategy will be factored into the assessment of the Borough's wider 'green' portfolio. The cultural merit of Brent's urban parks will be assessed by the Audit Commission as part on the ongoing modernising local authority agenda.

PPG 17

Government advice on open space and recreation matters is set out in Planning Policy Guidance Note 17: Planning for Open Space, Sport and Recreation (July 2002) which draws attention to the need for local planning authorities to decide upon, and then maintain, a careful balance between

pressures for development of public open space and the need to retain adequate provision. It recommends the use of formal standards for this purpose and sets useful information on undertaking audits and assessments.

Funding Opportunities

These include Neighbourhood Renewal Funds, the Children's Fund, New Opportunities Fund for Green Spaces and sustainable communities, Heritage Lottery Fund's Urban Parks Programme, the football Foundation's grass roots programme, landfill tax, SRB, Countryside Agency's Millennium green's programme and the Liveability fund.

Trends

There are a number of trends and other aspects that need to be taken into consideration when trying to estimate future need and use of parks and green spaces.

Research into social trends including sports participation is carried out by a number of independent market researchers, by the Office for National Statistics (ONS) through its General Household Survey and other bodies such as The Sports Council.

The ONS reveals that there has been a marked shift in household expenditure patterns. Since 1971 household expenditure has increased in real terms in all of the broad categories of expenditure including household goods, clothing, recreational and cultural activities with London and the Southeast spending the most on leisure goods and services in comparison to the Northeast.

Increasingly, dietary concerns have shifted from the early 20th century problems of under nutrition towards over-nutrition. However, there is some evidence that from the results of the National Food Survey that people in Great Britain are eating more healthily at home.

Sport and Leisure

Amongst the male population aged between 16-24 in England almost a fifth said they took part in seven or more hours a week in sport and exercise in 1998. However, almost two fifths engaged in less than an hour's sport or exercise. The story was worse for females, with three fifths of women aged 16 to 24 taking part in less than an hour's sport or exercise per week. By the age of 45, the gap between the genders more or less disappeared. As people get older, they engage in less physical activity. The vast majority of people aged 65 and above did not take any exercise or play sport.

The 1998 UK Day Visits Survey collected information on round trips made for leisure purposes. The most common reason for a day visit in Great Britain was to go for something to eat or drink. Walking and rambling are especially popular among the older age group with twenty one per cent of all visits by those aged 45 and over involved walking or rambling compared to 7 per cent of those made by people aged 15-24. The places that people go for a day trip are often related to the reason for the visit. Of those who went on a day visit to the seaside, more than a quarter did so to ramble, as did a third of those who

visited the countryside. Day visits to a town were most commonly for eating or drinking, visiting friends or shopping.

Health nationally

Social trends (2001) illustrates that peoples life expectancy has risen since 1841 for both males and females whilst infant mortality has decreased significantly due to advances in medical care and improvements in nutrition.

During the last century the broad trend has been that the proportion of deaths due to infectious diseases has fallen while circulatory diseases such as cancer have risen.

Levels of obesity have trebled since the 1980's. It is estimated that nationally 70% of men and 63% of women are overweight or obese and approximately 16% of 2 - 15 year olds are obese.

Environment

Public concern and attitude to the environment is high with 9 out of 10 people aged 18 or over in England and Wales saying they were fairly, or very concerned about the environment in general (Social Trends 31-2001).

Research carried out in three deprived urban areas (one each from England, Scotland and Wales) looked at the environmental and social concerns of local residents (2001). Despite having problems with air pollution, traffic and poor housing many people were more concerned with local rather than global issues. These included litter, dog fouling, graffiti and more serious vandalism in communal spaces. Universal demands were for the return of caretakers, park keepers and wardens.

Education

Through the National Curriculum, students are encouraged to appreciate the contributions which all subjects make to a balanced education and the core and major curriculum areas of science, creative arts, humanities, modern foreign languages and technology are all equally valued. The benefit of local parks and open spaces in education is to provide a resource for student learning and research. In particular, parks are of special interest to students following a course in personal, social, health and citizenship education (PSHCE) and Physical education, all which help to prepare students for life beyond school.

Children's Play

A national survey carried out on behalf of the Children's Society in 2001, looked at patterns and attitudes around play. The survey found that the majority of children (65%) believed there to be enough outdoor play areas and spaces provided but that over six in ten children find they have barriers to taking part in outdoor play. A quarter of children feared being bullied, 17% highlighted problems with traffic, 15% said their parents feared problems with strangers, while 10% said play areas were dirty, particularly from dog fouling. Despite this nearly a third of children said that parks were their favourite place to play, which was the most popular answer given.

Local Policy

Brent Council's Corporate Strategy 2002-06

The Council's Corporate Strategy 2002-06 is the main strategic influence on the development of a Parks Strategy for Brent. The Corporate Strategy has five priorities for action as listed below:

- Promoting quality of life and the green agenda
- Supporting children and young people
- Regeneration and priority neighbourhoods
- Tackling crime and community safety
- Achieving service excellence

The Community Plan 2003-2008

Brent's Community Plan has been produced in response to the requirements of the Local Government Act 2000, which empowers all local authorities to take action that will promote or improve the economic, social or environmental well being of their area. The plan represents a combined statement of the needs and priorities of local people and identifies some of the policies that have been adopted by local service providers, such as the council, the police and the local health service to meet these needs. Through the consultation process residents identified priority objectives under the following six themes:

- Health and Social Care
- Local Housing
- Environment and transport
- Regeneration and employment
- Crime prevention and community safety
- Education and lifelong learning

Whilst Parks Service may have an indirect involvement in the delivery of the objectives surrounding five of the themes, it is one of the key contributors in achieving the objectives under the 'Environment and Transport' theme.

Unitary Development Plan

Brent's Unitary Development Plan 2004 (UDP) provides the statutory planning framework to protect and enhance the Borough's environment by ensuring that all new development will be sustainable and do not harm existing amenities.

The UDP's strategy to enable the provision of new and the protection of existing greenspaces in Brent is detailed in the 'Open Space, Sport & Recreation Chapter'. This strategy generally aims to:

- Preserve and enhance the open nature of large strategic open spaces and protect other smaller parks and public open spaces from inappropriate development;
- Protect and enhance those sites which have nature conservation and wildlife value and to create new ones where appropriate. To preserve and enhance habitats to ensure biodiversity;

- Prevent any further loss of sports grounds, sports pitches and other sporting facilities and reduce the deficit of sports pitches in the Borough;
- Reduce areas of open space deficiency and improve overall access to open spaces, notably in the South of the Borough;
- Improve the quality and coverage of appropriate facilities such as play areas;
- Increase opportunities for those groups denied access to existing sports and recreation facilities such as disabled people, women and ethnic community groups

The implementation of these strategic objectives will be enabled through the following specific policies:

STR 15 – Ensures that major developments enhance the public realm by creating or contributing to successful outdoor areas

STR 33 – Ensures that strategic open space i.e. Metropolitan Open Land and Green Chains will be protected from inappropriate development

STR 35 – Ensures that sites which have a nature conservation value will be protected and enhanced.

OS1 – Protects areas defined as Metropolitan Open Land

OS2 – Ensures the preservation of the predominately open character of Metropolitan Open Land and restricts the usage.

OS3 – Ensures that Metropolitan Open Land will not be developed unless: (a) any proposed building or use is complementary to the land uses listed in policy OS2; and (b) any development is small in scale and is required to preserve or enhance activities associated with the particular open space

OS5 – Ensures the continuity of the River Brent and the Grand Union Canal as green chains

OS8 – Ensures that the development of sports grounds (including non-pitch based facilities and ancillary facilities) or open space will not be permitted in areas of local public open space deficiency

OS9 – Promotes the dual use of school playing fields

OS13 – Ensures that development will not be permitted on sites of Borough (Grade 11) and Local Nature Conservation Importance.

OS18 – Promotes the provision of suitable areas for pre-school and junior children to NPA standards in residential developments over 10 units or in large scale mixed developments.

Other Local Strategies

Other key local strategic influences come from a wide variety of current and developing strategies and include:

Regeneration Strategy 2001-2021

The Regeneration Strategy proposes a vision for the Brent of the future – a vision rooted in a rigorous analysis of the trends impacting on the Brent of today. The vision is of a Brent fully integrated into the city – a single suburban Borough which makes a full and positive contribution to the London economy. The aims of the regeneration strategy is to ensure a consistently high quality of life for all Brent residents – incorporating the provision of decent homes for all, high quality destinations and facilities, low levels of crime, healthy living and town centres which meet the needs of the local people.

Since the launch of the strategy neighbourhood teams have been established in South Kilburn as part of the New Deal for Communities (NDC), St Raphael's/Brentfield, Harlesden and Stonebridge. Brent Parks Service have been successful in obtaining funding through the Neighbourhood Renewal Scheme and will continue in partnership with the Neighbourhood Teams to improve facilities in these priority areas.

The developing Cultural Strategy

In December 2000 the Department for Culture, Media and Sport issued guidance for local authorities on the development of local cultural strategies. The guidance clearly identifies parks within the scope of what should be included. Brent's cultural strategy is currently being produced. Initial consultation has been undertaken and the themes and priorities within this Parks Strategy will help to shape the final document.

Brent's Sport and Physical Activity Strategy 2004-2009

The Council's Corporate Strategy gives a high profile to sport and recreation as a key contributor to the achievement of some of the Borough's most important social objectives. A challenge day was held with key stakeholders during November 2002 in order to ascertain how sports provision in the Borough could be improved. One of the key themes arising from this day was the lack of overall coordination and planning for the development of Sport in Brent. The Sport and Physical Activity Strategy endorsed by key stakeholders in July 2004 will make a significant impact on agreeing priorities and coordinating service delivery.

The Sports and Physical Activity Strategy acknowledges that the Council is just one of the many providers of sports opportunities in the Borough and the Council's role must be to facilitate and support provision and to provide a basic infrastructure that can support effective and sustainable development of sports opportunities across the relevant sectors.

Based on the research, consultation and headline findings the strategy establishes key themes which will form the strategic focus for all providers of sport in particular the Parks Service. The themes take account of the benefits

that sport can make to achieving wider social and economic objectives as well as improving the quality of life of Brent's residents. The themes are outlined as follows:

- Promoting the health benefits of an active lifestyle
- Increasing awareness of sports opportunities
- Ensuring sports facilities are fit for purpose
- Reducing barriers to participation and ensuring equity in sport
- Supporting and developing local sports clubs
- Increasing sports opportunities for young people

Whilst the Parks Service will be involved in the delivery of all key themes; it will have a direct impact on the successful delivery of the strategy actions surrounding three of the themes; namely 'Ensuring sports facilities are fit for purpose', 'Supporting and developing local sports clubs' and 'Increasing sports opportunities for young people'.

In addition, the strategy identifies a number of key groups which have been identified as having low levels of participation in sport. The Sports and Parks Service will focus additional development work (including joint 'low user' consultation programmes) with these groups not only to raise their usage of parks and sports facilities as a means to improve their quality of life and reducing inequalities, but also to impact on the Council's five priorities. The target groups are:

- Young People
- Older People
- Black and Minority Ethnic communities
- Disabled people
- Women and girls (it is recognised that many people may belong to more than one target group)

Through the Brent Sports Forum and the strategy consultation process, eight priority sports have been identified. The priority sports are:

- Athletics
- Basketball
- Cricket
- Football
- Martial Arts
- Netball
- Swimming
- Tennis

Sports pitch and ancillary facility provision will be developed in line with key target groups and priority sports identified in the Sport and Physical Activity Strategy process. The Parks Service will be instrumental in the successful delivery of the Action Plan, (see **Appendix 6**) and therefore it is essential that there is a coordinated and strategic approach to service delivery.

Playing Pitch Strategy (PPS) 2003 –2008

The local authority is the major provider of outdoor pitches for both summer and winter sports. Brent Parks Service currently provides outdoor facilities for football, rugby, cricket, Gaelic football, tennis and boules. These facilities are

located at nearly 30 different sites across the Borough, although the distribution of pitches varies greatly with almost no 'pitch' provision in the South East of the Borough. The strategy identifies that Brent has a below average participation in football and a below minimum standard of outdoor playing space as determined by the National Playing Fields Association Standards. Statistically there are just enough pitches in the Borough to accommodate existing and predicted demand although the strategy recommends that some of the adult pitches should be converted to junior to accommodate the increasing demand for junior and mini soccer pitches. In addition, the growth in junior football and women and girls football without improvements to the ancillary facilities could mean that a site with several pitches could only be used by one team as they are unable to share the changing accommodation with teams of different genders or age groups.

The strategy also identifies that there are a number of clubs that have moved out of the Borough because of the poor standard of pitches and changing accommodation. Improvements to these facilities could 'tempt' these clubs back to Brent and hence, provide additional opportunities for local people.

As well as the need for improvements to changing accommodation, the levelling and drainage at many of the sites is poor and needs improving. This in turn will provide the quality of the pitch/wicket but will also help to achieve optimum use of facilities. The Service is already starting to address necessary improvements to drainage and have successfully received substantial investment through the NOF greenspaces programme. The Playing Pitch Strategy five year Action Plan, (see **Appendix 5**) outlines ways of implementing the recommendations outlined in the strategy.

Brent's Biodiversity Action Plan

The Brent Biodiversity Action Plan was approved by the Council in February 2001 and takes a wide view of biodiversity in an urban Borough with 24 constituent Action Plans. In turn, these link to the London Biodiversity Action Plan and to national Habitat Action Plans and Species Action Plans.

Brent's Allotment Development Plan 2004-2008

The Allotment Development Plan will:

- Provide guidance for setting standards for the provision of allotments in Brent
- Outline site maintenance improvements
- Outline ways to increase funding for future improvements
- Increase the benefits derived from allotments; and
- Increase allotments uptake

In implementing the Allotment Development Plan a service will be developed in which people can expect:

- Improved access, security, pathways and water provision;
- Efficient and effective allotment administration;
- Effective and appropriate allocation of resources;
- Fair, open and equitable treatment, and safe tenure;
- Opportunities for developing gardening skills;

- Encouragement to sites and association to develop self-management;
- Fair charges and rents

The production of the Development Plan is seen as a key step in the developing and implementing a Best Value regime for allotments and focusing resources to achieve the Council's Corporate strategy objectives.

Section 4 Brent Parks Today

Section 4 identifies the key issues which have formed service priorities as identified in the Parks Best Value Improvement Plan 2001-2005; and provides analysis of the 2003 parks assessment, giving a snapshot of the present condition of Brent parks today.

Background

Parks Best Value Review 2001

In 2001, Brent parks were reviewed through the Best Value process. A report was produced which set out options for change¹¹. Extensive consultation provided a clear picture of user perceptions and several key issues emerged:

- Security and safety in parks
- A need to improve the provision of children's play areas
- A perceived problem with dog control
- Facilities in parks i.e. toilets, changing rooms and sports pitches
- Graffiti and vandalism
- Improved communications with users and greater community involvement
- Better handling of complaints by the park service
- Allotment holders unhappy with service
- Provision of sports facilities

In order to prioritise these key issue into service improvements, BPS piloted a system which assesses customer need and perception, evaluates quality/quantity of parks and monitors service performance, See **Appendix 2** for detail.

Through the system, Brent parks have been graded into a hierarchy and allocated to a category:

District Park
Local Park
Small Local Park
Sports Ground
Country Park
Nature Reserve

Under each category, there are set targets for the quality of provision and what facilities should be provided. This approach ensures resources are allocated in a planned approach.

The resulting Parks Best Value Improvement Plan identified how the key issues were to be addressed and improvement targets resourced and implemented.

¹¹ Parks and Open Space Best Value Fundamental Service Review October 2001 - Page 23

Improvements to date

Since the 2001 Review, the following improvements have been made to address key service targets:

- Introduction of a Parks Warden Service with 17 full time equivalent staff covering 8 key sites and 3 mobile patrol covering the rest of the Borough.
- Completed children's play area improvements to bring 42 sites to European Standards.
- Dog control issues targeted through the Warden Service and community awareness initiatives developed in partnership with Environmental Health.
- Graffiti and vandalism targeted through the Warden Service / the Enviro-crime initiative and monitored through the ILAM/KMC system.
- Introduction of a Customer Care Officer and a Customer Charter.
- Attainment of Chartermark and the development of cohesive approach to consultation.
- Attainment of grant funding to make improvements to targeted sports and park facilities at key sites.
- Introduction of an Allotments Officer and an Allotment Development Plan which targets future improvements and resources.
- The completion of a Playing Pitch Strategy which identifies specific sport improvement targets.

Assessment of Parks and Open Spaces 2003

Parks Audit

In seeking to inform this strategy and to take into account changing political priorities, BPS undertook a baseline assessment of parks in 2003.

Using the ILAM/KMC system, in line with advice from PPG17: Sport, Open Space and Recreation, July 2002, parks were audited against 11 factors or criteria of quality resulting in scores out of 10. The scoring index is as follows:

0-2 = v. poor 3-4 = poor 5-6 = fair 7- 8 = good 9-10 = v. good

The audit found that although Brent's parks have suffered from many years of under investment, as is the case across the country, they have a number of strengths which can be built on with some focused re-investment, to provide much improved parks for the future.

91 parks were audited in March 2003, during a period of dry weather, (see **Appendix 7** for map of Brent Parks)

The breakdown of park designations is as follows:

PARKS	NUMBER
District Parks	3
Local Parks	9
Small Local Parks	44
Sports Grounds	11

PARKS	NUMBER
Pocket Parks and Play Areas	25
Country Park and Nature Reserve	2

Since the audits were based on a purely qualitative assessment, the key to its success was consistency, both in how the parks were assessed and in the criteria which was used. Perhaps the most important outcomes of these audits was to have provided a snap shot of the current condition of Brent parks and to have ascertained the priorities for future strategic management decisions.

Results

Parks scores were analysed to draw out some broad issues and conclusions. The analysis of the park audits scores is considered in 2 ways:

- Average score across all parks
- Average scores by park type

Average Score across All Parks

The following table gives detail of the average score for each park in each designation against the audit criteria:

Table 1: League of All Brent Park Audit Scores

Scoring Index: 0-2 = v. poor 3-4 = poor 5-6 = fair 7- 8 = good 9-10 = v. good

Name of Park	Scores	Designation	Ward
1. Barham Park	6	District Park	Sudbury
2. Roundwood Park	8.5	District Park	Willesden Green
3. Gladstone Park	5.5	District Park	Dollis Hill
Queens Park (Non Brent managed Park)	7.9	Corporation of London	Queens Park
Local Parks			
1. One Tree Hill	6.5	Local Park	Alperton
2. South Kilburn Open Space	7.5	Local Park	Kilburn
3. St. Raphael's /Tokyngton	7.5	Local Park	Stonebridge
4. Silver Jubilee Park	7	Local Park	Fryent
5. King Edward V11Park	7	Local Park	Preston
6. Kenton Grange	6.5	Local Park	Kensal Green
7. Preston Park	7	Local Park	Preston
8. Roe Green Park	7	Local Park	Queensbury
9. Woodcock Park	7	Local Park	Kenton
Small Local Parks			
1. Abbey Estate Open Space	6	Small Local Park	Alperton
2. Albert Road Open Space	7	Small Local Park	
3. Barn Hill Open Space	7	Small Local Park	Barnhill
4. Basing Hill Open Space	7	Small Local Park	Barnhill
5. Brampton Grove Open Space	7	Small Local Park	Barnhill
6. Bramshill Road Playground	7.5	Small Local Park	Harlesden
7. Brentfield Park	6	Small Local Park	Stonebridge

Name of Park	Scores	Designation	Ward
8. Brentfield Road Open Space	5.5	Small Local Park	Stonebridge
9. Brondesbury Park Open Space	7	Small Local Park	Willesden Green
10. Brondesbury Villas Playground	7	Small Local Park	Queens Park
11. Butlers Green Open Space	7	Small Local Park	Sudbury
12. Canal Walk	7	Small Local Park	Stonebridge
13. Chalkhill Open Space	6.5	Small Local Park	Barnhill
14. Chelmsford Square Open Space	7	Small Local Park	Brondesbury Park
15. Church End Open Space	6.5	Small Local Park	Dudden Hill
16. Crouch Road Open Space	6	Small Local Park	Stonebridge
17. Caffrey Gardens	7	Small Local Park	Fryent
18. Crown Walk Open Space	7	Small Local Park	Preston
19. Elmwood Park	7	Small Local Park	Northwick Park
20. Eton Grove Open Space	6	Small Local Park	Queensbury
21. Heather Park Open Space	7	Small Local Park	Alperton
22. Grove Park	7	Small Local Park	Queensbury
23. Hazel Road Play Area	7	Small Local Park	Kensal Green
24. Mapesbury Dell	5	Small Local Park	Mapesbury
25. Kingsbury Green	7	Small Local Park	Fryent
26. Leybourne Road Open Space	7	Small Local Park	Queensbury
27. Lindsay Park Sports Ground	7	Small Local Park	Kenton
28. Longstone Avenue Open Space	7	Small Local Park	Kensal Green
29. Maybank Open Space	6	Small Local Park	Sudbury
30. Meadow Garth Open Space	6.5	Small Local Park	Stonebridge
31. Mount Pleasant Open Space	7	Small Local Park	Alperton
32. Neasden Lane Open Space	7.5	Small Local Park	Dudden Hill
33. Pilgrims Way Open Space	7	Small Local Park	Barnhill
34. Quainton Street Open Space	7	Small Local Park	Kilburn
35. Retreat Close Open Space	7.	Small Local Park	Kenton
36. River Brent Walk	7.	Small Local Park	Kenton
37. Roundwood Park Annexe	7	Small Local Park	Harlesden
38. Sherrans Farm Open Space	5.7	Small Local Park	Tokyngton
39. Springfield Playground	7	Small Local Park	Fryent
40. Sudbury Court Open Space	7.3	Small Local Park	Northwick Park
41. Taylor's Lane Footpath	7	Small Local Park	Stonebridge
42. Willesden Community Garden	6	Small Local Park	Dollis Hill
43. Wilson Drive Open Space	7.3	Small Local Park	Barnhill
44. Wyborne Way Open Space	5	Small Local Park	Stonebridge
1. Alperton Sports Ground	6	Sports Ground	Alperton
2. Chalkhill Sports Ground	6	Sports Ground	Barnhill
3. Church Lane Recreation Ground	5	Sports Ground	Fryent
4. Gibbons Recreation Ground	5.5	Sports Ground	Stonebridge
5. John Billam Sports Ground	5	Sports Ground	Kenton
6. Neasden Recreation Ground	5.5	Sports Ground	Dollis Hill

Name of Park	Scores	Designation	Ward
7. Northwick Park	6	Sports Ground	Northwick Park
8. Tenterden Sports Ground	6	Sports Ground	Kenton
9. Tiverton Playing Field	6	Sports Ground	Brondesbury Park
10. Willesden Sports Ground	5	Sports Ground	Willesden Green
11. Vale Farm Sports Ground	6	Sports Ground	Sudbury
1. Cambridge Square			
1. Cambridge Square	7.5	Pocket Park	
2. Chapter Road Playground	6	Pocket Park	Dudden Hill
3. Denzil Road Open Space	7	Pocket Park	Dudden Hill
4. Dudden Hill Lane Corner	7	Pocket Park	Dudden Hill
5. Dudden Hill Playground	5	Pocket Park	Dudden Hill
6. Franklyn Road Playground	7.5	Pocket Park	Dudden Hill
7. Furness Road Playground	7	Pocket Park	Kensal Green
8. Goldsmith Lane	7.5	Pocket Park	Queensbury
9. Kensal Green Open Space	7.5	Pocket Park	Kensal Green
10. Learie Constantine Open Space	5	Pocket Park	Willesden Green
11. Mayo Road Open Space	6	Pocket Park	Harlesden
12. Princess Road Open Space	7	Pocket Park	Kilburn
13. Rainbow Park	7.5	Pocket Park	Mapesbury
14. Roundwood Road Open Space	7	Pocket Park	Dudden Hill
15. Roe Green Village	7.5	Pocket Park	Queensbury
16. Shorts Croft Corner	7.5	Pocket Park	Queensbury
17. Streatley Road Playground	6.5	Pocket Park	Dollis Hill
18. St. Mary's Road Open Space	7	Pocket Park	Harlesden
19. The Shrine Open Space	6	Pocket Park	Stonebridge
20. Tubbs Road Playground	7	Pocket Park	Kensal Green
22. Village Way Open Space	7	Pocket Park	Dollis Hill
22. Woodhey Road	7	Pocket Park	Stonebridge
Welsh Harp Open Space			
Welsh Harp Open Space	7.5	Nature Reserve	Welsh Harp
Fryent Country Park			
Fryent Country Park	6.5	Country Park	Fryent

Analysis of the average score for each of the 11 quality criteria reveals how parks perform on different aspects. A summary 'league table' of scores for each quality criteria is shown below in **Table 2**.

Table 2: League table of quality criteria in parks

Quality Criteria	Average score (all parks)
Design	8.7
Staffing	8.1
Interpretation/Signage, etc	3.4
Maintenance	7.8
Facilities	7.3
Health and Safety	8.7
Accessibility	7.3
Usability/Usage	7.4
On-site marketing	0.4

Quality Criteria	Average score (all parks)
Security	7.7
The overall quality of parks	6.6

Scoring Index: 0-2 = v. poor 3-4 = poor 5-6 = fair 7- 8 = good 9-10 = v. good

The borough performs very well in certain aspects of parks management with 8 of the criteria performing above the 6.5 minimum standard for Green Flag Park award status with the remaining three below standard.

The top five criteria indicate that the Borough's parks are on the whole welcoming and accessible with good horticultural maintenance.

However, parks are generally not well sign posted with poor facilities such as toilets and sports changing rooms. The audit also implies that there is a fair level of infrastructure maintenance, such as paths and fencing. There is also a need to improve onsite marketing of activities and events within parks.

Average Score by Park Type

District Parks

There are three district parks in the Borough, Gladstone Park, with a score of 5.5, Barham Park with a score of 6 and Roundwood Park with a score of 8.5. The average score for District Parks in the Borough is 6.66, which is the lowest average score of other designations for all parks. This indicates that on average, District Parks need a greater level of investment to bring them to the Green Flag Park Award standard.

Gladstone Park scores poorly as for some time this park was awaiting the outcome of a Heritage Lottery Fund application. The grant was approved in October 2001 and works are due to be completed in October 2004.

The restoration programme will see improvements to failing infrastructure, refurbishment of municipal facilities e.g. the bowling green, 6 tennis courts, new planting, park furniture and interpretative signage.

Sporting facilities in this park will also benefit from a New Opportunities Fund grant, which will include provision of changing rooms.

Barham Park has also scored below the Green Flag Award standard. This park needs investment in infrastructure and horticultural planting to replace jaded stock. A much needed café facility would be of benefit to the local community and would increase the potential of attaining a Green Flag Park Award.

Roundwood Park is the Borough's flagship park. The park has received the Green Flag award for six consecutive years, which demonstrates a commitment to continual improvement in the park. An active Friends of group contributes to the programme of improvements and the park is host to a season of successful events. However, the infrastructure has suffered from lack of investment over the years. The main entrance gates are rusting and in

decline. The children's play area is poorly located and some of the horticultural features e.g. the rose garden are in need of refurbishment.

Note: The Corporation of London's Queens Park is located in the south of Brent and could be considered in the category of District Park. The park is also a Green Flag Award Park and is a significant park in this location. Through the ILAM/KMC system, Queens Park scores an overall satisfaction rating of 7.9, with a security satisfaction rating of 6.8 and children's play satisfaction rating of 8.3. Of the 1349 people who responded to the 2004 Resident's survey, 219 offered their views on the park, in comparison to 162 for Roundwood Park, 190 for Gladstone Park and 90 for Barham Park.

Queens Park is the only park in Brent that the Council does not directly manage and is a good source of comparison when looking at standards and best practice processes.

Local Parks

There are 9 Local Parks in the Borough with the highest scoring being South Kilburn Open Space and St Raphaels/Tokyington Recreation Ground, both scoring 7.5. The lowest scoring Local Parks are One Tree Hill and Kenton Grange both with a score of 6.5. The average score for Local Parks is 7, which means that Local Parks perform better than the Borough average for all parks. Local Parks could potentially reach official Green Flag Park Award status if they were identified as being acceptable for investment e.g. if the Local Park is in an area of open space deficiency. It is expected that the assessment of open space deficiency will be identified through the process of developing an Open Space Strategy for Brent.

Analysis of the average scores for the top two Local Parks shows that the scoring reflects recent investment in both these Local Parks. South Kilburn Open Space has been re-landscaped through an improvement scheme for the area as a whole and the River Brent scheme has impacted on the improvement of both St Raphael's Open Space and Tokyington Recreation Ground. The Neighbourhood Renewal Fund scheme has led to significant environmental improvements in the area with one major benefit being the introduction of a Park Warden/Community Liaison Officer.

Small Local Parks

There are 44 Small Local Parks in the borough with the highest scoring being Bramshill Road Playground and Neasden Lane Open Space, both scoring 7.5. The lowest scoring Small Local Parks are Mapsbury Dell and Wybourne Way, both scoring an average of 5. The average score for Small Local Parks is 7.12, which is above the Borough wide average for all park designations indicating that on the whole Small Local Parks are marginally better than other designations of parks. It is unlikely that Small Local Parks would be able to secure Green Flag Park Award status given their limited range of facilities. However, any park within this designation could potentially be promoted to a higher designation should it become a priority.

Analysis of the average scores for the top two Small Local Parks shows that scoring reflects significant improvements to both parks in recent years.

Pocket Parks

There are 22 Pocket Parks in the Borough, with 5 parks sharing the top average score of 7.5. The lowest scoring Pocket Parks are Dudden Hill Playground and Learie Constantine Open Space, both scoring an average of 5. The average score for Pocket Parks is 6.8 which is above the Borough wide average for all park designations but lower than the average score for both Local and Small Local Parks. Pocket Parks would not be suitable for Green Flag Park Award status.

Assessment of Sports Grounds

Introduction

The provision of affordable open air sports facilities has traditionally been an element of the service provided by BPS. However, peoples expectations of the quality and range of facilities required has increased; while the quality of the heavily subsidised facilities provided has not always kept pace. Sports leisure has become a large commercial industry in the late 20th Century and there are a wide range of private providers of sports facilities now available in the market place.

Increased awareness of physical exercise as an important element in health and long life has led to an increase in 'sport' in the widest sense, often undertaken by older generations than previously was the case. As a result there is a trend in participation away from formal, competitive, team sports towards activities which are less formal, often solo activities and those in which an individual can participate at any chosen time. Hence, the popularity of (outdoor) activities such as, cycling/mountain biking, roller-blading and walking.

In addition to the obvious health benefits of promoting sporting activities in parks, provision of sports facilities can also help meet the wider social objectives. Evidence, supported by the Police Crime Prevention Unit, indicates that good local sports facilities steers 'hard-to-reach' young people away from crime and social exclusion. This coupled with improving quality of life and promoting social inclusion can encourage inward investment and economic growth.

Parks have traditionally provided grass playing fields, sometimes with associated changing facilities, to cater for competitive sports such as football, rugby and cricket, and hard courts designed specifically for tennis. Whilst Saturday and Sunday usage can be high, the following five days of the week facilities can be largely unused.

Brent's Playing Pitch Strategy

To assess the current provision of outdoor sport facilities in Brent, BPS funded by Sport England, commissioned the production of a Playing Pitch Strategy.

The playing pitch strategy was carried out by leisure consultants McAlpine, Thorpe & Warrier Ltd and covered the team sports of football, cricket, rugby union, hockey and Gaelic football. It followed the latest Sport England Guidelines for Playing Pitch Strategies.

The study incorporated the results of a detailed analysis of the supply of pitches, the condition of the Council's owned playing pitches and their ancillary facilities, the current and future demand for pitches and the adequacy of supply to meet this demand.

During the study, comprehensive surveys were undertaken of all relevant sports clubs in Brent together with all primary and secondary schools and colleges. Consultations were carried out with Council and regional officers for the governing bodies of each sport as well as the league secretaries of the many competitive leagues in the borough.

A site inspection survey was conducted at all Council owned football pitches. The survey included an assessment of both the condition of the pitches and the ancillary sports facilities.

The Playing Pitch Strategy has been guided by the requirements of the Government's Planning Policy Guidance note (PPG17). Therefore, any reduction in the need for formal recreation land will first be considered for use in meeting deficiencies in open space or other informal recreational uses. Disposal of recreational land will very much be a last resort.

Recommendations from the Playing Pitch Strategy have been developed into a specific Action Plan that will be reviewed after 3 years, in 2006/7, (see **Appendix 5**).

Assessment of Children's Play Areas

Introduction

Research indicates that the current generation of children are less physically active than their predecessors. Television, computer games and the motor car combined with a fat rich diet has caused a reduction in time spent outdoors involved in active play, and a marked increase in child obesity. Research goes on to predict an increase in coronary heart disease in adulthood as a consequence if this is not addressed. Active children's play can help address these issues.

Modern play grounds also need to compete with a great variety of other play opportunities to successfully attract children to use them. Good playgrounds need to meet very high safety standards, be visually stimulating and offer a range of activities which allow children to use their muscles actively through climbing, swinging, balancing and jumping while having lots of fun outside in the fresh air at the same time. Such facilities are expensive and require a high level of maintenance.

Background to Play Area Audit

In seeking to inform this strategy, BPS has undertaken a baseline assessment of children's play areas using the ILAM/KMC Green Space Performance management System.

The audit of children's play areas found that there is a deficiency of play areas in Brent, (see **Appendix 8** for location map). A total of 39 unsupervised play sites were audited, (including sites with no play equipment).

Borough wide spread of Play Areas – deficiencies

The Replacement Unitary Development Plan (UDP) adopted by Brent Council, January 2004 states:

that there is a considerable deficiency in children's play provision in Brent, not only in terms of the land area devoted to play facilities and the quality of provision but, more importantly, in terms of its distribution around the Borough.

The Plan sets out the policies and proposals, (10.11 Indoor sports & Recreation & Other Outdoor Uses – OS18 Children's Play Areas, page 218) As follows:

The provision of suitable play areas for pre-school and junior children to NPFA standards will be sought in residential developments over 10 units (or 0.3 Ha in size) or in large scale missed developments. Where such provision may not be appropriate, contributions to their provision in a more appropriate location will be acceptable.

Arrangements for the long term maintenance of these play areas will be sought through planning obligations.

Redevelopment of existing play areas will only be considered where they are provided within the development site or at a more appropriate location.

A mapping exercise shows a deficiency in play provision in many parts of the Borough. The largest areas of deficiency are in Barnhill and Northwick Park wards where there are no playing facilities, the majority of Kenton, Fryent, Welsh Harp, Tokyngton, Dollis Hill, Mapesbury, Brondesbury Park, Queens Park and Harlesden and large parts of Queensbury, Stonebridge, Kensal Green and Kilburn.

Analysis of deficiency in play provision against the 2001 Census data for Brent indicates that there are imbalances in play provision across the Borough. Consideration of child density by ward in relation to number of play facilities revealed that wards such as Stonebridge, Harlesden and Queensbury have a very low playground provision in relation to child density.

Key areas of deficiency which are a priority for the establishment of new facilities are therefore those which are both further than 400 metres from an existing facility and in an area of high child density.

Increasing physical and psychological restrictions on children's ability to travel caused by increase in traffic and the widespread fear of 'stranger danger' places greater importance on local and easily accessible play facilities. The lack of playing facilities within walking distance must therefore be considered a priority when deciding upon future improvements.

National Playing Field Association Standards (NPFA)

Play areas were considered in relation to the NPFA's 'Six Acre Standard, Minimum Standards for Outdoor Playing Space' This document, which was adopted by the Government's Audit Commission as a key indicator of local authority service quality, defines 3 categories of unsupervised play provision. These categories are defined as follows:

Definition of Local Play Area (LAP)

Target age group:	4-6 year olds
Location:	1 minutes walk from home
Activity Zone:	100 square metres

Definition of Local Equipped Area for Play (LEAP)

Target age group:	4-8 year olds
Location:	5 minutes walk from home
Content:	Minimum 5 types of play equipment and seating for adults
Activity Zone:	Minimum 400m ²
Buffer Zone:	Minimum 20 metres between edge of play area and boundary of nearest property

Definition of Neighbourhood Equipped Area for Play (NEAP)

Target age group:	8-14 year olds
Location:	15 minutes walk from home
Content:	Minimum 8 types of play equipment. Kick about area and area for wheeled play and seating for adults
Activity Zone:	Minimum 1000m ²
Buffer Zone:	Minimum 30 metres between edge of play area and boundary of nearest property

For the purposes of measuring play provision against these standards, 7 of Brent's play areas are defined at NEAP standard, 29 at LEAP standard and 2 at LAP standard, giving a total of 39 sites.

Safety Standards

All Brent's children's play facilities meet with Health and Safety regulations. Recorded weekly inspections are carried out and an external playground specialist also undertakes an annual audit, producing a schedule of maintenance and repairs. All play areas currently Audit Commission standards and a schedule of work is in hand to raise standards to meet recommended European Community Safety Standards. All new equipment installed meets the latest European Standard.

Playground Audits

The Green Flag Award Standard was again used as a demanding and independent benchmark against which to judge play areas. Scores are out of a potential 10 with the pass mark for Green Flag being 6.5. Brent's play areas score an average of **8** across the Borough, (total score of 296.5 divided by 37

play areas, as 2 LAPs were not scored – see table below). Play areas appear to be an aspect of Brent's parks which is above average quality, when compared with other elements within parks.

Analysis of Play Areas

No.	Name	Score	No. of Equipment	Seating	Fencing	400 sqm+	1000 sqm+	LAP/LEAP/ NEAP
	Area A							
1	Abbey Estate	9	4	N	Y	Y	N	LEAP
2	Alperton Sports Ground	9	6	Y	Y	Y	N	LEAP
3	Barham Park	7	6	Y	Y	N	Y	NEAP
4	Butler's Green Open Space	8	6	Y	Y	Y	N	LEAP
5	Church Lane Recreation Ground	9	5	Y	Y	Y	N	LEAP
6	Eton Grove Open Space	9	8	N	Y	Y	N	LEAP
7	Grove Park	8	6	Y	Y	Y	N	LEAP
8	Heather Park Open Space	8	6	N	Y	Y	N	LEAP
9	King Edward V11 Park	8	10	Y	Y	N	Y	NEAP
10	Lindsay Park Sports Ground	9	5	Y	Y	Y	N	LEAP
11	Maybank Open Space	7	5	Y	Y	Y	N	LEAP
12	Mount Pleasant Open Space	8	6	Y	Y	Y	N	LEAP
13	One Tree Hill	7	4	Y	Y	Y	N	LEAP
14	Preston Park	9	5	Y	Y	Y	N	LEAP
15	Roe Green Park	8	5	Y	Y	Y	N	LEAP
16	Silver Jubilee Park	8	5	Y	Y	Y	N	LEAP
17	Springfield Playground	7	5	Y	Y	Y	N	LEAP
18	Woodcock Park	9	4	Y	Y	Y	N	LEAP
	Area B						N	
19	Albert Rd Open Space	8	4	Y	Y	Y	N	LEAP
20	Bramshill Road Playground	7	4	Y	Y	Y	N	LEAP

No.	Name	Score	No. of Equipment	Seating	Fencing	400 sqm+	1000 sqm+	LAP/LEAP/ NEAP
21	Brondesbury Park Open Space	7	7	N	Y	Y	N	LEAP
22	Brondesbury Villas	N/A	6	Y	Y	Y	N	LAP
23	Carlton Vale Open Space	9	5	N	Y	Y	N	LEAP
24	Crouch Road Open Space	9	4	Y	Y	Y	N	LEAP
25	Denzil Rd. Open Space	N/A		Y	Y	Y	N	LAP
26	Franklyn Rd. Playground	7	4	Y	Y	Y	N	LEAP
27	Gladstone Park	9	6	Y	Y	Y	N	LEAP
28	Gladstone Park (Anson Road)	9	5	Y	Y	Y	N	LEAP
29	Gibbons Recreation Ground	9	5	Y	Y	Y	N	LEAP
30	Hazel Rd. Play Area	9	1	Y	Y	Y	N	LEAP
31	Lilbourn Walk	8	8	Y	Y	Y	N	LEAP
32	Neasden Lane (A.E.I. Site)	9	3	Y	Y	Y	N	LEAP
33	Neasden Recreation Ground	9	5	Y	Y	Y	N	LEAP
34	Rainbow Park	7	5	Y	Y	Y	N	LEAP
35	Roundwood Park	6	4	Y	Y	Y	N	LEAP
36	St. Mary's Rd. Open Space	8	3	Y	Y	Y	N	LEAP
37	Streatley Rd Playground	7	6	Y	Y	Y	N	LEAP
38	Tiverton Playground	7	5	Y	Y	Y	N	LEAP
39	Tokington Rec. Ground	9	5	N	Y	Y	N	LEAP

Consultation results show that one of the most common reasons for visiting Brent's parks is to take children to use park play areas and this is emerging as a clear area of improvement.

Table Average scores for play areas by park type

District Parks – Children’s Play Scores

Park	Score
Roundwood	6
Barham	7
Gladstone	9
Gladstone (Anson Road)	9
Average Score	7.75

Small Local Parks – Children’s Play Scores

Park	Score
Abbey Estate	9
Albert Road	8
Bramshill Road	7
Brondesbury	7
Brondesbury Villas	LAP – Not scored
Crouch Road	9
Grove Park	8
Eton Grove	9
Heather Park	8
Lindsay Park	7
Mount Pleasant	8
Springfield	7
Neasden Lane	7.5
Butlers Green	8
Carlton Vale (South Kilburn O.S)	9
Maybank O.S	7
Hazel Road	9
Average Score	7.96 (divided by 16)

Local Parks – Children’s Play Scores

Park	Score
King Edward VII	8
One Tree Hill	7
Preston Park	9
Roe Green	8
Silver Jubilee	8
Woodcock	9
Tokyington	9
Lilbourne (St Raph’s)	8
Average Score	8.25

Pocket Parks – Children’s Play Scores

Park	Score
Denzil Road	LAP – Not scored
Franklyn Road`	7
Rainbow Park	7
St Mary’s Road	8
Streatley Road	7
Average Score	7.25 (Divided by 4)

Sportsgrounds- Children's Play Scores

Park	Score
Alperton Sports Ground	9
Church Lane Rec	9
Gibbons Rec	9
Neasden Rec	9
Tiverton Playground	7
Average Score	8.6

Summary of Play Area Audit Findings

Play areas appear to be an aspect of Brent's parks which is above average quality, when compared with other elements within parks.

Consultation results show that one of the most common reasons for visiting Brent's parks is to take children to use park play areas and this is emerging as a clear area of improvement, (See **Section 5**). Some play areas which have scored lower in the audit have already been identified as a priority for improvements e.g. Roundwood Park.

In general, the standard, quality and play value of new play equipment and play areas in Brent has substantially improved and this has been one of the highlights of the survey.

In making future improvements, there is a need to consider how to maximise play value, through the choice and siting of equipment and through good and creative landscape design.

Assessment of Allotments

Introduction

Allotment gardening is a leisure pursuit that provides wide-ranging benefits. In addition to the advantages of producing good quality vegetables and flowers, plot holders gain the benefits of healthy exercise, fresh air and social interaction. Allotments also provide leisure facilities for those members of society that are under represented, or may feel excluded from other recreational pursuits.

In some ways allotment gardening has fallen victim to its traditionally low profile and this together with the more diverse activities of the modern age has resulted in a decline in participation and an increase in abandoned and derelict plots.

The value of allotment gardening in terms of public health has been highlighted as being beneficial to people with both physical and mental health problems. The Health Education Council recommended gardening as a good form of exercise for over 50's who it must be said dominate the age profile of allotment holders. A report entitled 'The Future of Allotments' (ref HC560-1 (1997-98) went as far as to strongly recommend that allotments be explicitly noted in national public health strategies and be integrated into local delivery. The mental health benefits of allotment gardening should also not be

underestimated and allotments could also provide an opportunity for assisting in the learning of lifelong skills.

A further opportunity exists for the allotment service to play a significant role in the fulfilment of criteria identified through Local Agenda 21. Growing your own fruit and vegetables complies with the objective of reducing food miles (the distance food travels from where it is grown to where it is consumed), and composting complies with the objective of waste recycling. In addition to providing new education opportunities for those involved in environmental and ecological issues, it also encourages all sections of the community to participate in decision making in these areas.

Background to Allotment Condition Survey

There are currently 1109 allotment plots in 23 allotment sites in Brent, with an uneven distribution leaving a shortage of sites in the south of the borough, (see **Appendix 9**)

Since the appointment of an Allotment Officer, a thorough allotment site condition survey has been carried out and details have been recorded on a database, (see **Appendix 3** for an overview of survey findings).

An **Allotment Development Plan 2004-08**, has been produced as a working document and sets out the BPS aims for the future provision and management of Brent allotments. An Action Plan identifies a programme which will be carried out as a result of ongoing consultation with allotment holders and from feedback of a questionnaire distributed in April 2004, (see detail in **Appendix 4**).

Conclusion

This section has provided a condition statement of the current issues relating to Brent parks today. It has identified where improvements have been made and how these improvements have followed through from issues identified in the 2001 Parks review.

Findings from the 2003 assessment will be taken forward and compared against the feedback from consultation carried out to inform this strategy, (See Section 5).

Emerging key issues will be specifically prioritised and resources allocated to determine future areas of spend. Strategic objectives to direct these priority areas will be developed, (Section 6) with the production of an action plan for delivery set out for the next five years, (Section 7).

Section 5 Community Perspective

Background

Section 5 outlines the extensive consultation which was undertaken to inform this strategy. Analysis of parks needs have been made following assessment of demographic trends, (**Section 2**) together with consideration of known community demands on parks. This includes details outlining:

- Approach to Consultation
- ILAM/KMC Annual Residents Survey 2000-2004 – Description and Consultation Conclusions
- Further Consultation and ‘headline’ results
- Conclusions

Approach to Consultation

Current consultation practice draws, in one shape or another, on the ‘ladder of participation’ model developed by Sherry Arnstein in the USA in the late sixties. This ‘ladder’ encompasses a dynamic progression from *passive* consultation through to a more *dynamic* participation. The first level is seen as information giving with no channel for feedback. The second phase is consultation through meetings, surveys or information with provision of a feedback. The third level comprises a range of consultative arrangements with the stakeholder or citizen with their direct involvement, as partner or lead agents, in planning, policy-making or management.

While Arnstein placed greater value on participatory consultation, the value of the model is the understanding it gives of the different levels of consultation. Current thinking and practice places an emphasis on fitness for purpose—selecting the right approach that best delivers the consultation objectives. This could cover one or all stages of the ladder depending on what the consultation objective is. In line with this trajectory, BPS uses the following mechanisms to consult with the Boroughs residents and these include:

- Project specific Focus Groups – e.g. Neighbourhood Renewal Projects and PE and Sports Programme for Gladstone Park
- Area Consultative Forums
- Regular Friends of Group Meetings
- Pinpoint Sessions
- ILAM/KMC Annual Parks Service Residents Survey
- Citizens Panel

ILAM/KMC Residents Survey 2000-2006

The consultation process involved looking at the standard of parks in the borough and whether they meet the demands/needs and expectations of communities both now and in the future. This process also involved finding out what were the real issues amongst stakeholders, how well used and

appreciated parks and open spaces are, how accessible they are and what improvements and changes people wish to see.

- BPS has carried out four annual 10% random surveys of Brent's residents through the already referenced ILAM/KMC system. This form of consultation has been used to give a baseline to work from, and analysis of results lead to the development of the Best Value Improvement Plan.

Information on the quality of the sites has therefore been collected in the following two ways:

The **audits** described in **Section 4** provide a quality score through the professionals eyes.

The **consultation exercise** which provides similar quality scores from users and non-users and elicits information such as:

- Scores for satisfaction
- Who is using the sites
- How often they are used
- How they get there
- What they do
- How they think the sites could be improved
- Total number of visits to individual parks and/or total parks, etc

The Resident's survey was first distributed in 2000 and has to date elicited responses from 6,025 of the Borough's residents. This is a significant number on which to glean a picture of resident's perceptions about the Borough's parks.

The ILAM/KMC Annual Residents Survey consultation conclusions are summarised as follows:

- Users of the Council owned Parks tend to be the regular local users who go primarily to exercise, let children play or relax (top three responses accounting for 75%). Consequently, play facilities, access and general atmosphere came out as highly important aspects of the service.
- The top three aspects of the service rated most highly were staff helpfulness, children's play and grass maintenance.
- 75% of respondents have some concerns with safety. Concerns about 'groups of youths hanging around' was stated by the majority of people, with lack of visible assistance in cases of emergency cited as the second 'fear inducing' factor.
- 72% of respondents stated that would like to see park wardens in un-staffed sites.
- Fear of crime and poor facilities were cited as the main barriers to entry.
- Young mothers cited 'stranger danger' as one of the main reasons for disallowing their children to use parks facilities without their supervision

- Queens Park (Corporation of London owned site) and Gladstone Park were identified as the most visited Parks in Brent
- 90% of respondents walk to their local Park
- Local people visit parks and open spaces for a variety of reasons, depending on their life stage, their location and their preferred activities. However, in spite of the different reasons for visiting, they share a common set of basic requirements for their parks and open spaces. **These requirements include parks and open spaces that are:**
 - **Clean** – without litter, dog mess or graffiti
 - **Safe** – preferable with a visible staff presence
 - **Green** – restful, rich in wildlife
 - **Varied** – with activities and events and a variety of local choices
 - **Welcoming** – well maintained, with good infrastructure and signage

As part of the same consultation process, people were asked what improvements were needed. The most frequently cited are as follows:

- Infrastructure repair – including paths, toilets and pavilions
- More emphasis on safety – staffing, improved visibility across sites etc
- Control of dogs and freedom of dog fouling
- Improved, updated facilities e.g. sports and play
- Greater variety of facilities especially for youths

Further Parks Consultation Exercises

In addition to the aforementioned surveys, a considerable amount of additional consultation and research around Parks and their facilities in particular sports facilities has been carried out in the last four years and this information has also been used to inform this Strategy process:

Residents Attitude Survey – this survey (2002), carried out by MORI, consisted of face to face surveys with 1000 residents. The survey asked whether parks and open spaces were important, whether they were well run whether improving parks would contribute to make Brent a better place to live.

Citizens Panel – Two citizen panel surveys (Autumn 2002 and Summer 2003) have asked questions around sport and sports pitch provision. Firstly to identify current levels of participation, barriers to participation and what would encourage people to take part in sport, and secondly, questions with regard to the importance of sport provision and satisfaction levels with that provision.

Sports Club Audit – In September 2003 questionnaires were sent to all sports clubs in the Borough primarily to ascertain their current provision and to help establish a data base of sports clubs and providers in the Borough, but it also gave them an opportunity to air their views and make comments. This survey elicited information on the quality and usage of sports pitches.

Focus Groups – four focus groups sessions were held in November 2002. These groups were made up of ‘elders’, ‘young people’ (two groups) and people with links to Brent’s Social Inclusion unit. The sessions were facilitated using the ‘pinpoint technique’ and those attending were asked what they felt were the barriers stopping them from participating in sport and asked them to recommend solutions to address these barriers. The findings included information on sports provision in Parks and Open Spaces

St Raphael’s, Brentfield and Mitchellbrook Neighbourhood Renewal Consultation 2003 - This consultation exercise was undertaken in 2003 for the Green Space Maintenance project, as part of the St. Raphael’s, Brentfield and Mitchellbrook Neighbourhood Renewal Project. This project was grant aided through SRB finance and aimed to provide an initial year’s finance for a Park Neighbourhood Warden, and a modest budget for maintenance (revenue or capital) improvements in green spaces in the Neighbourhood Renewal Area. Both the Warden role and the improvements were to be informed by a public consultation exercise.

The consultation highlighted a range of inter-connected issues relating to the use of green spaces in general but in particular to the greenspaces surrounding the Neighbourhood Renewal area. The problem issues included a range of issues that affect, or are perceived to affect, these urban green spaces. User surveys and pinpoint sessions were the two consultation mechanisms used for this project.

BVPI General Survey 2004 – Best Value Performance Indicators (BVPIs) are part of the performance management framework for local authorities introduced by the Government since 1997. As part of the duty of Best Value introduced in the Local Government Act 1999, authorities are required to seek continuous improvement in their services. Best Value Performance Indicators are designed to monitor service improvement with regard to the efficiency, effectiveness and economy of service delivery.

The Government specifies that local authorities (and other best value authorities) collect and report on a number of Best Value Performance Indicators (BVPIs) that explicitly reflect users’ perceptions of a range of services provided. These perception-based performance indicators are collected triennially, with 2003/4 marking the second time all local authorities have had to collect perception-based measures of performance. This document contains the findings of a “General Survey” carried out for Brent Council to collect a range of BVPIs. This survey follows from the initial General BVPI Survey MORI carried out in 2000/1.

Black and Minority Ethnic (BME) Group Consultation Workshops 2002
Three workshops were conducted with residents from Brent’s black and ethnic minority communities between October and December 2002. This research was carried out by Brent’s Consultation Team and included data on participants views of the Borough’s Parks and Open Spaces.

Playing Pitch Strategy Consultation 2003
As part of the production of the Play Pitch Strategy, a comprehensive survey of all 73 schools and colleges in Brent were carried out to establish the extent of

secured community use of their playing pitches. In addition, the 77 identified sports clubs in the Borough were sent a postal questionnaire; requesting their views on current quality and suggestions for future improvements. An overall response rate of 27% was achieved. Even though the response rate from football clubs was disappointing at only 19%, the survey results actually represented 46% of the total number of sports teams in Brent. The borough has a large number of one team clubs formed by local pubs which are less likely to respond to a detailed questionnaire.

Findings

There are some **'headline'** findings from all the afore-mentioned consultation exercises that are seen as particularly important. **These are summarised below (in no particular order):**

- Poor quality changing accommodation and poor pitch drainage limit the use of the borough's pitches, especially in relation to developing girls and junior football and cricket.
- After school sport is limited by access to good quality sports facilities that include good changing accommodation, especially during winter months.
- Where available, the cost of hiring school facilities e.g. pitches and changing rooms is often prohibitive
- A lack of affordable recreation facilities for the borough's youth.
- Transport and infrastructural decay are the key barriers that disabled people have to overcome in order to use parks and open spaces
- Many Brent sports clubs require support and advice to help them remain viable in the long-term.
- Lack of varied facilities in park is one of the main barriers to entry for the borough's youth
- Of those who do not visit parks, illness or disability was a contributing factor
- The boroughs elderly community cite disability and fear of crime as their main barriers to entry
- Satisfaction with changing rooms, toilets and sports pitches was relatively poor when compared to other aspects of the service.
- In the Residents Attitude Survey 2002, the Parks Service was cited as (a) one of the top four service and (b) as a service that contributes to improving quality of life

The key needs highlighted by residents including the borough's youth were:

- Security; more wardens with a multiple role
 - Safe play for children, young people and teenagers
 - Clean parks: Green spaces free from dog fouling
 - Sports: The provision for sports
 - Quality of parks including cleanliness, health and safety, seating.
 - Enjoyment including the provision of e.g. toilets, community cafes
 - Biodiversity: parks with vegetation and wildlife.
-
- In a 2002 BME workshop, participants felt that parks and open spaces were well maintained but that there was a need for improved and varied facilities including more cultural events.

- Basketball, cricket, football, martial arts, netball, swimming and tennis were identified as the 8 priority sports during the Sports Strategy consultation process. This identification will influence future sports pitch and sports facility provision in parks and open spaces.
- The need for more thorough and consistent consultation with the borough's youth
- Black and Afro Caribbean response to consultation on parks and open spaces issues is lower than other BME groups.

Conclusions

Green spaces are valued by different people for different reasons. Ideally, residents would like more greenspace to be provided. However, some of the local greenspaces appear to be under-used. There may be various reasons for that and the emphasis of comments was that there was much potential to improve the quality of existing green spaces.

In terms of solving problems and of providing solutions, two of the most effective changes would be the further extension of the Park warden scheme and an extensive programme of incremental infrastructural improvements.

The key common issues highlighted by residents were:

- Security
- Play: Safe play for children, young people and teenagers
- Clean parks: Green spaces free from fouling by dogs.
- Sports: The provision for sports
- Quality of parks including cleanliness, health and safety, seating.
- Enjoyment including the provision of e.g. toilets, community cafes.
- Biodiversity: parks with vegetation and wildlife.

In order to increase parks usage within Brent we need to target those groups whose participation reflects the local borough demographics. Women, disabled people and people from black and minority ethnic groups are proportionally underrepresented as participants in consultation specifically focused on parks and open spaces. The Parks Service will therefore focus additional development work on 5 target groups. These target groups are:

- **Young people.**
- **Older people.**
- **Black and ethnic minority people.**
- **Disabled people**
- **Women and girls.**

It is however, recognised that many people may belong to more than one of the target groups above and that there will need to be a degree of cross-over to address this.

Section 6 Strategy Objectives and Recommendations

Background

Section 6 introduces the four themes and key objectives that have emerged from the site audits and various consultations and discussions. It outlines the strategic framework to ensure a structured approach to the continued improvement of urban parks and open spaces in Brent. Each theme is supported by recommendations which have been developed into an Improvement Action Plan, (Section 7) to allow for the incremental implementation of the strategy.

THEME 1 – PROVISION OF PARKS

To provide green space for the benefit, enjoyment, health and well being of Brent's residents, visitors, and wildlife.

Parks (including sports areas)

Objectives

1. Continue to determine existing Parks use and user patterns. Utilise findings to demonstrate that the service reflects user needs and that future provision reflects the diversity of the Borough.
2. Improve or create parks in areas of Open Space deficiency.
3. Manage parks to ensure that they are safe and accessible to allow use for all.
4. Implement a community-based safety programme for parks.
5. Improve sports facilities by developing an action plan from the recommendations of the Playing Pitch Strategy.
6. Provide and improve Children's Play areas in line with Audit Commission performance indicators. Identify improvements from assessment audits and community consultation.

Recommendations for provision

- Inventory all existing parks, open spaces and recreational facilities and continue to undertake annual survey of 10% Brent residents. Utilise this data base to determine user trends and to determine future needs of the local community reflecting diversity and equality of access.
- Ensure District parks, followed by other designated parks are brought to the specified standard (see Appendix 2, page 72 for specified standard).
- Continue to invest in parks infrastructure including playgrounds, paths and footways, DDA requirements, supplies and services, toilets, parks furniture and signage as outlined in the Parks Best Value Fundamental Service Review 2001.
- Identify priority parks in areas of open space deficiency and implement improvements in line with community needs.

- Extend Park Warden scheme to ensure that safe sports and play areas are provided throughout the Borough.
- Implement actions and recommendations arising from the Envirocrime Working Group.
- Ensure the Green Flag Park Award standard is achieved for Gladstone Park and retained for Roundwood Park.
- Analyse programmes (both within Brent and in other areas) that have successfully increased safety in parks. Assess their applicability to Brent and develop a programme to use their experience.
- Set standards for outdoor sports areas and prioritise parks for improvements.
- Ensure that the booking of sports pitches are made accessible to all.
- Ensure all Parks children's playgrounds meet Audit Commission Standard.
- Identify a priority list of children's play areas to be improved and develop action plan
- Continue to audit park buildings and facilities and make improvements to allow access for residents with all degrees of mobility.
- Research opportunities to improve toilet provision in District parks and analyse arrangements, which have successfully lead to improved toilet provision.

Culture and Heritage

Objectives

1. Ensure that the objectives of the developing Cultural Strategy for Brent are integrated across strategies and that parks reflect the diversity of Brent residents.
2. Ensure that Brent's natural and building heritage is protected and enhanced.
3. Ensure that Brent has a diverse array of park settings and recreation opportunities (including play, passive recreation, wildlife habitat, and local cultural programmes) that satisfy a wide range of community and ecosystem needs.
4. Ensure a measurable increase of habitats suitable for a diversity of wildlife and plants.

Recommendations to meet Cultural and Heritage objectives

- Develop a programme of park improvements which meet with the cultural aspirations of local communities.
- Support the redesign or restoration of parks and buildings in parks to their natural condition, in co-ordination with existing programmes and through grant aid such as the Heritage Lottery Fund.
- Encourage appropriate temporary community events in a variety of parks with careful management, to assure a minimum of negative impact.
- Develop and monitor Brent's Biodiversity Action Plan.
- Promote outreach programmes to neighbourhood organisations, to describe wildlife in their areas and encourage citizen participation in the promotion of diverse habitat.
-

Allotments

Objectives

1. To provide Allotments for the benefit, enjoyment, health and well being of Brent's residents and wildlife.
2. To meet the objectives developed through the assessment of Brent Allotments

Recommendations for provision

- Implement the actions set out in the Allotment Development Plan developed by BPS in conjunction with the Brent Allotments Forum and other partners.

THEME 2 – MAINTENANCE

To maintain green space through economic, creative and collaborative means to achieve clean, safe, inviting and inspiring spaces for people and wildlife.

Objectives

1. Ensure all parks are maintained to encourage health, sustainability and biodiversity.
2. Ensure all parks are maintained to a consistently high standard and that independent assessment of performance is regularly undertaken.
3. Complete action-oriented management and maintenance plans for every park category. These plans will be based on community input and will be flexible to reflect changing community needs and interests. The plans must include maintenance of all areas including the facilities and hard landscape areas.
4. Integrate biodiversity considerations into all parks management decisions.
5. Develop and train staff who are competent and empowered to provide a quality service which reflects community needs.
6. Develop a programme of replanting plans, prioritise and implement for identified parks.

Recommendations for Maintenance

- Identify through the ILAM/KMC system parks that are not meeting the specified standards and rectify through the QA system.
- Ensure annual audit recommendations are integrated into maintenance plans and acted upon, (through ILAM/KMC system).
- Extend the Green Flag scheme in Brent parks.
- Improve enforcement of dog bye-laws.
- Produce action-oriented management and maintenance plans in line with designated park categories.
- Develop repair and reinvestment plans for facilities, (including children's play areas, changing rooms and halls) and parks infrastructure. Implement programme of repairs in line with the Capital Programme for parks.
- Maintain and implement Brent's Biodiversity Action Plan.
- Maintain ISO 14001 and ISO 9001:2000 accreditation.
- Retain Soil Association Organic status for Fryent Country Park

- Maintain Investors in People and Chartermark accreditation.
- Ensure BPS staff are responsible for meeting the BPS objectives through the Service Action Plan.
- Develop IT systems to facilitate working practice and service delivery.
- Replace old damaged and diseased tree stock, carry out inspections to assess condition and replant in priority areas.
- Develop IT systems to facilitate working practice and service delivery.

THEME 3 – FUNDING

To build and improve the financial and other resources to adequately provide and maintain the quality, quantity and equitable provision of green space.

Objectives

1. Establish a permanent, dedicated source of funding for parks and ensure budget targets are met.
2. Create financial solutions through a collaborative process that includes stakeholders, government, staff, unions, residents, non-profit organisations, and businesses. This to include local, national and European funding.
3. Ensure that the vision of park management has been revised to reflect opportunities to work with volunteers and to develop creative partnerships with non-profits, private business, and private donors.

Recommendations for Funding

- Improve and manage sports pavilions in-house as appropriate, in particular those recognised as being in areas of high social deprivation and or green space deficiency, e.g. south of the borough, Gibbons Recreation Ground, Gladstone Park, Roundwood Park and Tiverton Green etc. (See Maps on pages 69 and 108). These improvements will ensure highest participation amongst the target groups identified in the corporate, parks and sports strategies.
- Consider partnership arrangements with the private, public and voluntary sector that facilitate the improvement and management of sports pavilions in less deprived areas of the borough. These facilities must encourage sport and community use.
- Negotiate a permanent funding source to reflect service needs and increase lettings income.
- Increase capital through identified sources e.g. Section 106.
- Increase revenue funding by developing partnership arrangements with private, voluntary and business sector
- Develop partnerships to seek investment in Parks facilities and generate revenue through Parks Asset group.
- Ensure Capital Programme for parks is met by producing an action plan.
- Execute an agreement between the Parks Services and Schools to utilise school sites for recreational purposes
- Ringfence any income that is generated in or by parks to ensure that it goes back into parks improvements.
- Enable voluntary sector to access funding opportunities to encourage park regeneration and sustainability.

THEME 4 – PARTICIPATION

To promote and strengthen community participation in the planning, creation, management, use and stewardship of our parks, open spaces, recreational facilities and streetscapes.

Objectives

1. Ensure consultation is undertaken to ascertain community needs and to identify barriers to park usage.
2. Ensure that the consultation process reaches the wider community and elicits views from target groups.
3. Ensure 'friends of ' and other community groups play a leading partnership role with public agencies in stewardship, planning, programming and creation of parks.
4. Promote Brent parks to raise community awareness and to encourage participation.
5. Work with other partners to identify appropriate park areas which would be suitable for specific facility development e.g. youth zones.
6. Ensure partnership arrangements are operating to facilitate a diverse range of park usage e.g. sports development programmes, environmental education and children's play schemes.

Recommendations for Participation

- Continue to identify community needs, barriers to parks usage and community satisfaction through a range of consultation methods.
- Enable community groups and the voluntary sector to play a strong role in the design, creation, and management of parks.
- Produce service information brochures, leaflets and develop BPS website.
- To maintain an up to date database of Sports Pitches and Clubs through the Brent Sports Directory
- Provide flexi-time for BPS staff to accommodate weekend and evening work with volunteers and community groups.

Section 7 Delivering the Service

This Section sets out the action the Council intends to take to contribute to the achievement of the priorities derived from this Parks Strategy. Whilst it is intended that the strategy covers a three-year period, it will also be necessary to review it on an annual basis to ensure actions are being achieved and flexibility can be built-in to address changing circumstances.

Cross Cutting Links Abbreviations

BVIP – Best Value Improvement Plan

CST – Corporate Strategy Themes

EFQM – European Federation of Quality Management priorities

SST – Sports Strategy Themes

Improvement Action Plan 2004-06

PARKS STRATEGY THEME 1 - PROVISION: To provide green space for the benefit, enjoyment, health and well being of Brent's residents, visitors and wildlife.

Action No.	Other cross cutting links	SERVICE AREA AIM	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
1A	BVIP 27 CST 1,2,3,4,5 EFQM 1,2,4,5	Inventory all existing parks and undertake annual survey of 10% Brent residents.	Use data to determine user trends and to determine future needs of local community reflecting diversity and equality of access.	✓	✓	✓	✓	✓	ILAM/KMC
1B	BVIP 21 CST 1,2,3,4,5 EFQM 1,2,5	Identify priority parks in areas of Open Space deficiency and implement improvements in	Increase or improve six parks in areas of Open Space Deficiency. Improve the following sites: • AEI	✓	✓	✓	✓	✓	Parks Assets Group Corporate Property

PARKS STRATEGY THEME 1 - PROVISION: To provide green space for the benefit, enjoyment, health and well being of Brent's residents, visitors and wildlife.

Action No.	Other cross cutting links	SERVICE AREA AIM	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
		line with community needs.	<ul style="list-style-type: none"> • Hazel Road • South Kilburn Open Space • Chapter Road • Mapesbury Dell • Dudden Hill Play Area 	✓	✓	✓	✓	✓	South Kilburn Regeneration Team Sports Services Mapesbury Dell Area Conservation Trust
1C	BVIP3 CST2,3 EFQM 2,5	Improve Parks Security	<p>Extend Park Warden scheme to ensure that safe sports and play areas are provided throughout the Borough.</p> <p>Implement actions and recommendations arising from the Envirocrime Working Group.</p> <p>Analyse programmes (both within Brent and with other boroughs) that have successfully increased safety in parks. Assess their applicability to Brent and</p>	✓	✓	✓	✓	✓	ILAM/KMC Benchmarking Club Members Brent's Town Wardens Neighbourhood Renewal Team Metropolitan Police Environmental Health

PARKS STRATEGY THEME 1 - PROVISION: To provide green space for the benefit, enjoyment, health and well being of Brent's residents, visitors and wildlife.

Action No.	Other cross cutting links	SERVICE AREA AIM	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
			Develop a programme to use their experience.						
1D	BVIP 23 CST2,3,4,5, EFQM 2,5 SST A,C,D,E,F	Implement the recommendations of Brent's Playing Pitch Strategy 2003-08	Ensure Brent Playing Pitch Strategy Action Plan targets are met and impacts assessed and reviewed. See Brent Playing Pitch Strategy for detail and Appendix 9 for the Playing Pitch Strategy Action Plan.	✓	✓	✓	✓	✓	Sports Services Sports Forum Planning Service Gladstone Park Consultative Committee Friends of Gibbons Recreation Ground Legal Services
1E	BVIP 24 CST 1,2,3,4,5 EFQM 1,2,5 SST D	Ensure that the booking of sports pitches, allotments and halls are made accessible to all	Develop on-line booking systems. Annually review the charges and charging policies of other local authorities to ensure that Brent's charging structure remains competitive and appropriate.	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	Policy and Performance Sue Prettyman Allotments Forum Sports Services Sports Clubs Sports Forum Leisure Connections

PARKS STRATEGY THEME 1 - PROVISION: To provide green space for the benefit, enjoyment, health and well being of Brent's residents, visitors and wildlife.

Action No.	Other cross cutting links	SERVICE AREA AIM	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
1F	BVIP 7 CST 1,2,3 EFQM 5	Develop and maintain fixed play equipment to meet ACPI's, LEAP, NEAP and NAP	Identify a priority list of children's play areas to be improved and develop action plan.	✓	✓	✓	✓	✓	ROSPA NPFA Community Park Wardens
			Conduct play area inspections and seek external validation.	✓	✓	✓	✓	✓	
1G	BVIP 6 CST2,3 EFQM 2,5	Improve disabled access at all Parks facilities	Audit parks buildings and facilities to improve access in line with DDA requirements.	✓	✓	✓	✓	✓	Sports Services Building Control ITU Admin
1H	BVIP 5 CST 2,3,4,5 EFQM 2,5	Improve Parks Toilet Provision	Research opportunities to improve toilet provision in identified parks and analyse arrangements, which have successfully lead to improved toilet provision.	✓	✓	✓	✓	✓	Core Property Parks Assets Group Greater London Benchmarking Club Corporate Finance

PARKS STRATEGY THEME 1 - PROVISION: To provide green space for the benefit, enjoyment, health and well being of Brent's residents, visitors and wildlife.

Action No.	Other cross cutting links	SERVICE AREA AIM	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
11	BVIP 26 CST 1,2,3,4,5 EFQM 1,2,5 SST B	Ensure that Cultural and Heritage objectives are met	<p>Develop a programme of park improvements, which meet with the cultural aspirations of local communities in line with Brent's Cultural Strategy objectives.</p> <p>Support the redesign or restoration of parks and buildings in parks to their natural condition, in co-ordination with existing programmes and through grant schemes.</p> <p>Encourage appropriate temporary community events in a variety of parks with careful management, to ensure a minimum of negative impact.</p> <p>Ensure that staff are aware of cultural issues which may affect access to parks and sports activities and</p>	✓	✓	✓	✓	✓	Education Arts and Libraries (EAL) Sports Services Sports Forum Brent Arts Council Arts Forum Friends of Parks Groups Heritage Lottery Fund English Heritage CABE Space Consultation and Communication Team

PARKS STRATEGY THEME 1 - PROVISION: To provide green space for the benefit, enjoyment, health and well being of Brent's residents, visitors and wildlife.

Action No.	Other cross cutting links	SERVICE AREA AIM	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
			Develop and revise Brent's Biodiversity Action Plan.						
			Maintain statuary.	✓	✓	✓	✓	✓	
			Develop new art in parks.	✓	✓	✓	✓	✓	
			Seek to find an appropriate use for Dollis Hill House in Gladstone Park in partnership with community groups.	✓	✓	✓	✓	✓	
			Promote outreach programmes to neighbourhood organisations, to describe wildlife in their areas and encourage citizen participation in the promotion of diverse habitat.	✓	✓	✓	✓	✓	
1J	BVIP 29 CST1,2,3,4, 5 EFQM 1,2,4,5	Implement the recommendations of the Allotment Development Plan	Ensure the Allotment Development Action Plan targets are met and impacts assessed and reviewed. See Allotment Development	✓	✓	✓	✓	✓	

PARKS STRATEGY THEME 1 - PROVISION: To provide green space for the benefit, enjoyment, health and well being of Brent's residents, visitors and wildlife.

Action No.	Other cross cutting links	SERVICE AREA AIM	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
			Plan for detail and Appendix 8 for the Allotment Development Action Plan.						Allotments Forum Members
2A	BVIP4 CST 2,3,4,5 EFQM 2,5	Improve parks cleanliness and grounds maintenance	Identify through the ILAM/KMC system parks that are not meeting the specified standards and rectify through QA system.	✓	✓	✓	✓	✓	Institute of Leisure and Amenity Management Greater London Benchmarking Club TRADA
2B	BVIP 8 CST1,4,5 EFQM 2 SST C	Improve enforcement of dog bye-laws	All area mangers and community park wardens to enforce bye-laws.	✓	✓	✓	✓	✓	Dog Warden Service Friends of Parks Croups Parkwatch participants
2C	BVIP 10 CST 1,2,3,4,5	Obtain Green Flag Awards for Brent Parks	Extend Green Flag Award scheme across Brent Parks.	✓	✓	✓	✓	✓	Friends of Roundwood Park

PARKS STRATEGY THEME 2 - MAINTENANCE: To maintain green space through practical, economic, creative and collaborative means to achieve clean, safe, inviting and inspiring places for people and wildlife.

Action No.	Other cross cutting links	SERVICE AREA AIM	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
	EFQM 2,5		Undertake planting and maintenance schemes with identified school groups.	✓	✓	✓	✓	✓	Gladstone Park Consultative Committee CABE Space/Civic Trust
2D	BVIP 30 CST 3,5 EFQM 1,2 SST C	Produce action-oriented management and maintenance plans in line with designated park categories.	<p>Involve local community in the development of management plans.</p> <p>Implement repair and reinvestment plans for facilities, (including children's play areas, changing rooms and halls) and parks infrastructure. Implement programme of repairs in line with the Capital Programme for parks, (See 3 and 4D).</p> <p>Ensure annual audit recommendations are integrated into maintenance and action plans.</p>	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	<p>Friends Of Fryent Country Park</p> <p>Gladstone Park Consultative Committee</p> <p>Friends of Roundwood Park</p> <p>Welsh Harp Joint C. Committee</p>

PARKS STRATEGY THEME 2 - MAINTENANCE: To maintain green space through practical, economic, creative and collaborative means to achieve clean, safe, inviting and inspiring places for people and wildlife.

Action No.	Other cross cutting links	SERVICE AREA AIM	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
2E	BVIP 16 CST 2,4,5 EFQM 2,4	Maintain and develop the Borough's Biodiversity Action Plan	Implement the Borough's Biodiversity Action Plan. Ensure a measurable increase of habitats suitable for diversity of wildlife and plants.	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	Policy and Regeneration Unit GLA UK Biodiversity Partnership Friends of Parks Groups
2F	BVIP 11 CST 2,3,5 EFQM 1,2,4	Ensure EMS is in place across all Parks Functions	Retain ISO 14001 across the Service. Produce Envirocrime Management Plan; including monitoring, measuring and review system in line with Environmental Service Directive.	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	TRADA All Environmental Service units
2G	BVIP 12 CST 2,3,5 EFQM 1,2,4	Ensure QA on all Parks Functions and implement new ISO 9001:2000	Retain ISO 9001:2000 across the service. Monitor and Review Health and Safety procedures.	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	TRADA Health, Safety and Licensing

PARKS STRATEGY THEME 2 - MAINTENANCE: To maintain green space through practical, economic, creative and collaborative means to achieve clean, safe, inviting and inspiring places for people and wildlife.

Action No.	Other cross cutting links	SERVICE AREA AIM	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
2H	BVIP 15 CST 2,4,5 EFQM 2,4	Ensure Soil Association Organic Standard for Fryent Country Park	Retain Soil Association Organic Standard.	✓	✓	✓	✓	✓	Friends of Fryent Country Park Soil Association
2I	BVIP 13 & 14 CST 1,2,3,4,5 EFQM 1,2,5	Maintain IIP and Chartermark accreditation	Maintain relevant records for IIP. Develop Chartermark criteria across Service through data collection system.	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	All friends and community groups One Stop Shops
2J	BVIP 41 CST 2,5 EFQM 1,2,4,5	Ensure that all staff are responsible for delivering the Parks Service objectives through the Improvement Plan	Identify responsibilities. Set targets and delivery dates. Consult staff. Review plan and progress through staff appraisals (IIP) and monthly meetings.	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	TRADA, Civic Trust, Friends of Groups

PARKS STRATEGY THEME 2 - MAINTENANCE: To maintain green space through practical, economic, creative and collaborative means to achieve clean, safe, inviting and inspiring places for people and wildlife.

Action No.	Other cross cutting links	SERVICE AREA AIM	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
2K	BVIP 1,2,3,4,5 EFQM 1,24,5	Monitor Annual Equalities Audit findings and prioritise actions to meet CRE Level 2.	Amend training plan to incorporate analysis of gender and ethnicity. Amend training procedure to ensure all interviewers are trained in current and Corporate recruitment and selection requirements. Integrate Annual Equalities Audit findings into the QA system for monitoring and review.	✓	✓	✓	✓	✓	Corporate HR and all Environmental Service Units TRADA
2L	BVIP CST 1,2,5 EFQM 1,2,4,5	Monitor Environmental Services Staff Survey	Continue to monitor and review outcomes of the survey through the QA system.	✓	✓	✓	✓	✓	Human Resources
2M	BVIP 33 CST 1,2,3,4,5 EFQM 1,2,5	Develop IT systems to facilitate working practice and service delivery	Develop and update Parks Service website.	✓	✓	✓	✓	✓	Policy and Performance

PARKS STRATEGY THEME 3 - FUNDING: To build and improve the financial and other resources to adequately provide and maintain the quality, quantity and equitable provision of green space.

Action No.	Other cross cutting links	SERVICE AREA AIM	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
2N	BVIP 6,20 CST 3 EFQM 2,5	Replace old damaged and diseased tree stock, carry out inspections to assess condition and replant in priority areas.	Survey Borough Tree stock and evaluate replacement needs.	✓	✓	✓	✓	✓	Environmental Services
3A	BVIP 35 CST 2,5 EFQM 1,2,4,5	Negotiate a permanent funding source to reflect service needs	Ensure no overspend against agreed targets. Continue to develop financial systems. Continue to develop partnerships.	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	Environmental Services

PARKS STRATEGY THEME 3 - FUNDING: To build and improve the financial and other resources to adequately provide and maintain the quality, quantity and equitable provision of green space.

Action No.	Other cross cutting links	SERVICE AREA AIM	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
3B	BVIP 37 CST 1,2,3,4,5 EFQM 1,2,4,7 SST C	Increase capital funding through identified sources e.g. Section 106 and lottery funding	<p>Research funding opportunities and develop grant application priority plan.</p> <p>Secure and retain any capital receipts from agreed disposal of land and reinvest into parks.</p> <p>Demonstrate need for investment in the provision of good quality parks through user survey and process benchmarking.</p>	✓	✓	✓	✓	✓	Benchmarking Clubs Environmental Services
3C	BVIP 37 CST 2,5 EFQM 1,2,4,5 SST C,D,F	Increase revenue funding by developing partnership arrangements with private, voluntary and business sector.	<p>Parks Assets group to secure four new partnerships.</p> <p>Ringfence any income that is generated in or by parks to ensure that it goes back into parks improvements.</p>	✓	✓	✓	✓	✓	Assets Group Environmental Services Private Sector Partners Corporate Property

PARKS STRATEGY THEME 3 - FUNDING: To build and improve the financial and other resources to adequately provide and maintain the quality, quantity and equitable provision of green space.

Action No.	Other cross cutting links	SERVICE AREA AIM	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
3D	BVIP 40 CST 1,2,3,4,5 EFQM 1,2,4,7	Ensure capital expenditure programme is met	Identify priority parks for improvements and develop action plan.	✓	✓	✓	✓	✓	Assets Group Environmental Services Private Sector Partners Corporate Property
3E	BVIP 32 CST 1,2,3,4,5 EFQM 1,2,4,7	Enable voluntary sector to access funding opportunities to encourage park regeneration and sustainability	Allocate BPS resources to assist voluntary sector in the appropriate selection and facilitate submission of grant applications.			✓	✓	✓	Sports Services Friends of groups Charitable Trusts
3F	BVIP 38 CST 3,5 EFQM 1,2,4,5	Increase lettings income	Increase income 1% above inflation.	✓	✓	✓	✓	✓	Assets Group

PARKS STRATEGY THEME 4 - PARTICIPATION: To promote and strengthen community participation in the planning, creation, management, use and stewardship of green space.

Action No.	Other cross cutting links	SERVICE AREA AIM	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
4A	BVIP 42 CST 1,2,3,4,5 EFQM 1,2,5 SST D	Ensure that all consultation is accessible to all sections of Brent's communities	Identify community needs, barriers to parks usage and community satisfaction through a range of consultation methods. Develop and maintain an on-line consultation database that enables residents to access consultation information relating to their area/ward.			✓	✓	✓	ILAM/KMC Consultation Team Language Shop RNIB Environmental Service's Policy and Performance – IT Development Consultation Team Gladstone Park Consultative Committee Mapesbury Dell Residents Association
4B	BVIP 32 CST 1,2,3,4 EFQM 1,2,4,5	Enable community group and voluntary sector to play a strong role in the design, creation and management of	Develop a network of Friends of Groups and community groups through focus groups and parks promotion. Provide flexi-time for BPS staff	✓	✓	✓	✓	✓	

PARKS STRATEGY THEME 4 - PARTICIPATION: To promote and strengthen community participation in the planning, creation, management, use and stewardship of green space.

Action No.	Other cross cutting links	SERVICE AREA AIM	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
		parks	to accommodate weekend or evening work with volunteers and community groups. Develop and educational content to the work of BPS and volunteers when managing parks e.g. encourage responsible dog ownership,	✓	✓	✓	✓	✓	
4C	BVIP 32 CST 1,2,3,4 EFQM 2,5	Increase community awareness of the benefits of using parks	Produce Parks Brochure and information leaflets on 10 key sites, in a range of formats that reflect the needs of Brent's diverse community. In partnership with Sports Services produce a series of Develop and maintain BPS website. Produce a series of articles promoting residents about the Service through various media.	✓	✓	✓	✓	✓	Sports Services Wave Communications Communications and Consultation Unit One Stop Shops Language Shop RNIB

PARKS STRATEGY THEME 4 - PARTICIPATION: To promote and strengthen community participation in the planning, creation, management, use and stewardship of green space.

Action No.	Other cross cutting links	SERVICE AREA AIM	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
4D	BVIP39 CST 1,2,3,4 EFQM 1,2,4 SST C,D,F	Develop partnership arrangements to provide the community with a diverse range of activities in parks	<p>To work with the Sports Service:</p> <p>To identify sites that would be appropriate to develop facilities aimed specifically at young people e.g. Multi Use Games Areas (MUGA) or skateboard parks.</p> <p>To widen the healthy walking programme.</p> <p>To maintain a comprehensive database of sports facilities and activities.</p>	✓	✓	✓	✓	✓	<p>Sports Services Communications Team</p> <p>Children's Play Service</p> <p>Education Arts and Libraries (EAL)</p> <p>Met Police Warden groups</p> <p>Youth Offending Team</p> <p>Brent Sports Forum</p>

PARKS STRATEGY THEME 4 - PARTICIPATION: To promote and strengthen community participation in the planning, creation, management, use and stewardship of green space.

Action No.	Other cross cutting links	SERVICE AREA AIM	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
	BVIP39 CST 1,2,3,4 EFQM 1,2,4 SST C,D,F	Develop partnership arrangements to provide the community with a diverse range of activities in parks (Continued)	<p>Integrate sports facilities bookings to allow a 'one-stop-shop approach.</p> <p>To ensure that Section 106 funding is used to contribute to facility improvements as prioritised in the Sports Strategy.</p> <p>To review charges at Sports facilities to minimise cost as a barrier to participation.</p> <p>To ensure sports facilities are available to disabled people in line with the DDA.</p> <p>To establish an on-going programme of consultation to gain a better view of customers needs.</p> <p>To all staff providing sports facilities are aware of cultural</p>	✓	✓	✓	✓	✓	
				✓	✓	✓	✓	✓	
				✓	✓	✓	✓	✓	
				✓	✓	✓	✓	✓	
				✓	✓	✓	✓	✓	
				✓	✓	✓	✓	✓	

PARKS STRATEGY THEME 4 - PARTICIPATION: To promote and strengthen community participation in the planning, creation, management, use and stewardship of green space.

Action No.	Other cross cutting links	SERVICE AREA AIM	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
4D (Contd.)	BVIP39 CST 1,2,3,4 EFQM 1,2,4 SST C,D,F	Develop partnership arrangements to provide the community with a diverse range of activities in parks (Continued)	issues which may affect assess to sports opportunities.	✓	✓	✓	✓	✓	
			To provide a range of affordable recreational facilities in parks for young people, including multi-sports areas.	✓	✓	✓	✓	✓	
			To develop a minimum of two skate boarding facilities within parks.	✓	✓	✓	✓	✓	
			To work with the Police, Community Parks Wardens, Youth Offending Team and to provide activities which divert young people from crime.	✓	✓	✓	✓	✓	
			To work with schools to develop links to the national curriculum through the use of parks.	✓	✓	✓	✓	✓	

PARKS STRATEGY THEME 4 - PARTICIPATION: To promote and strengthen community participation in the planning, creation, management, use and stewardship of green space.

Action No.	Other cross cutting links	SERVICE AREA AIM	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
4D (Contd.)	BVIP39 CST 1,2,3,4 EFQM 1,2,4 SST C,D,F	Develop partnership arrangements to provide the community with a diverse range of activities in parks (Continued)	To support and attend meetings of the Brent Sports Forum	✓	✓	✓	✓	✓	

REVIEW AND MONITORING

This Parks Strategy has been produced in order that parks within Brent are provided and developed in a planned and co-ordinated manner for the inclusive three year period 2004 - 2008. This strategy has considered the main external influences affecting the continuing management and development of parks, recognised the various agencies involved in delivering opportunities for parks and the benefit of partnership working, considered local factors and audited the current parks provision within the Borough.

An action plan identifies the key actions that BPS will need to address over a programmed three year period. Each 'key action' has been set an agreed timescale and where appropriate key partners have been identified. These actions will inform BPS Service Operational Plan and it is hoped that the strategy will also be used by partners to forward plan and where necessary allocate resources in a strategic manner. Setting clear timescales will allow performance in achieving these actions to be measured.

It is proposed that the Strategy is reviewed on an annual basis. Each review will compare achievements against 'actions', taking account of changed circumstances and potential new opportunities. An annual review will also allow any slippage to be recognised and for 'actions' to be re-timetabled accordingly.

It is extremely difficult to predict with any accuracy what changes may occur over the next three years so an annual review will allow unpredicted changes to be accommodated. A comprehensive review of the strategy will need to take place in year two of this Strategy (ie: 2006) to allow sufficient time for a subsequent strategy to be produced.

APPENDIX 1

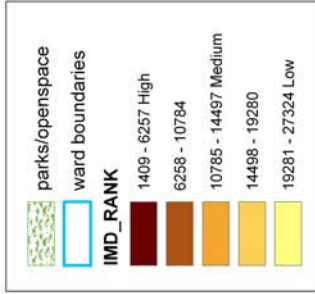
Index of Multiple of Deprivation 2000

The table below shows a breakdown of wards in Brent and their ranking on a number of deprivation indicators. The rankings show Brent's ranked position against all 8,414 wards in England (with 1 being the lowest ranking).

Ward	Overall deprivation rank	Income deprivation rank	Employment deprivation rank	Health indicator rank	Education indicator rank	Housing indicator rank
Carlton	258	115	109	678	4625	112
Stonebridge	259	111	191	705	2836	101
St, Raphael's	356	168	465	1675	1332	50
Roundwood	393	140	423	1386	2782	77
Harlesden	496	334	378	1268	2917	85
Church End	854	517	817	2022	3639	75
St. Andrew's	877	696	937	1704	2241	108
Willesden Green	1243	1257	970	1788	5534	45
Kensal Rise	1287	1388	1168	2166	3351	86
Kilburn	1299	1315	904	1970	5595	88
Wembley Central	1328	1203	1527	2598	3441	22
Barham	1334	1237	1466	1926	3910	115
Cricklewood	1466	1600	1275	2616	3580	97
Brentwater	1570	1535	1972	3221	2440	67
Manor	1740	1913	1914	3496	2815	61
Brondesbury Park	1774	1828	1453	2038	5917	212
Mapesbury	1856	2137	1744	2512	4879	78
Tokynghon	1883	1987	1951	3649	3820	99
Alperton	1891	1774	2064	3795	4013	95
Fryent	2311	2565	2481	3618	3505	214
Chamberlayne	2375	2734	2455	4141	4441	161
Gladstone	2431	2603	2294	3997	4646	216
Roe Green	2489	2209	2790	3330	5447	235
Queens Park	2600	2832	2493	3893	5272	145
Sudbury	2778	2896	2991	4674	4039	320
Kingsbury	2854	2553	2849	3300	6013	373
Queensbury	2861	2868	3172	4102	5463	148
Preston	2935	2784	2685	4021	6153	365
Barnhill	3551	3632	3473	5361	4801	719
Sudbury Court	4480	4742	4878	6361	6763	494
Kenton	5848	5412	5420	6575	7431	1155

DETR index of multiple deprivation 2000 borough level

Deprivation Rankings by Lower Level Super Output Areas



ONS have devised a new layered Geography for Neighbourhood Statistics. The smallest zones are Output Areas created for the 2001 Census. The largest zones are local authority districts. Between these layers are three intermediate layers, namely: lower, middle and upper level SOA's. Each layer is built from aggregations of the layer below. These layers have the working title 'Super Output Areas'. The idea is to provide a consistent geography for readily measuring temporal change.

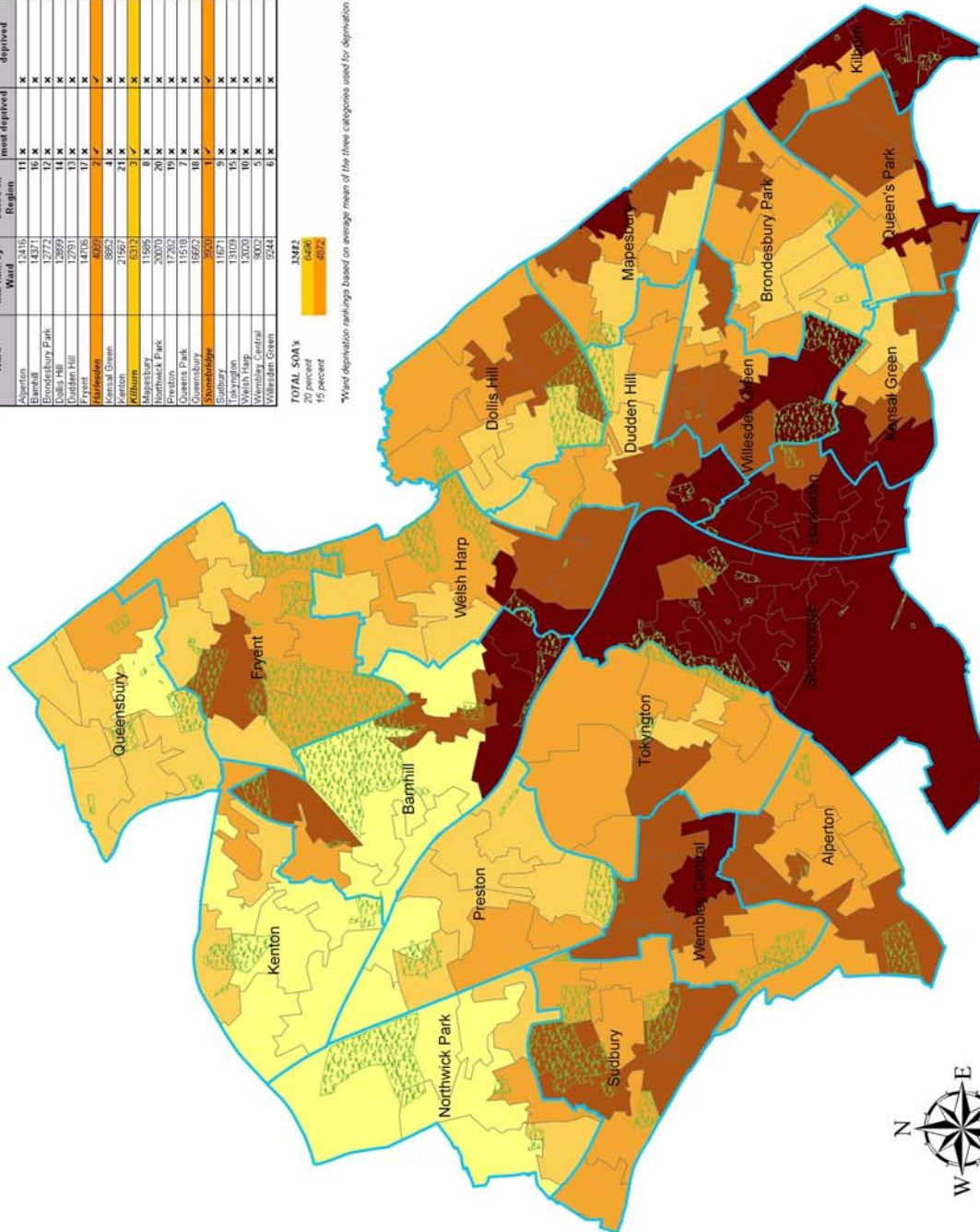
The lower layer comprises groupings of Output Areas and has a minimum population size of 1,000 persons. Each zone in the lower layer is constrained within Census ward boundaries.

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 London Borough of Brent, 100025260

Ward	Average SOA IMD rank by Ward	Ward rank based on Region	Falls in 20% most deprived	Falls in 15% most deprived
Abbots	13416	11	X	X
Barnhill	14371	16	X	X
Brondebury Park	12772	12	X	X
Dolls Hill	12659	14	X	X
Dudden Hill	12791	13	X	X
Eyrent	14796	17	X	X
Kilburn	8852	4	X	X
Kensal Green	21567	21	X	X
Kilburn	6312	3	✓	✓
Mapestun	11585	8	X	X
Northwick Park	20070	20	X	X
Preston	17802	19	X	X
Queensbury	14371	16	X	X
Shoubridge	3920	1	✓	✓
Starbury	11671	9	X	X
Tokington	13109	15	X	X
Welsh Harp	13000	16	X	X
Wembley Central	3002	2	X	X
Wembley Green	3244	6	X	X

TOTAL SOA's
 20 percent 6406
 15 percent 8374

*Ward deprivation rankings based on average mean of the three categories used for deprivation



APPENDIX 2

How the ILAM/KMC Greenspace Performance Management system works

The system has a two-pronged approach to assessing customer perception/needs and the condition of parks. This is done through:

1. Annual Professional Audit of parks
2. Annual 10% Random Survey of Resident's

The Annual Professional Audit Procedure

The audit procedure is based on a system that has been tried, tested and improved over the past four years. It can be summarised as follows:

- Create a Hierarchy of Parks and Open Spaces
- Audit/Benchmark the quality of the sites within the Hierarchy, using a pre-determined checklist as an aide-memoir.
- Accept that not all sites are able to achieve excellence, and that some are going to be of a higher standard than others.
- Set targets for the quality of each of the categories in the Hierarchy
- Compare the quality results from the audit with the set targets
- Compare the amount being spent on each site with the quality provided
- Combine the quality and the price to obtain the value of the site to the customers
- Compare this to the target
- Review, and make appropriate changes to quality and/or expenditure to ensure cost-effectiveness
- Repeat - and analyse for trends

The factors that are assessed are those that are important to the user. After a period of time, BPS will therefore be able to show trends (and improvement) in line with the requirements of Best Value, and will be able to share like with like information - not only internally, but also with others who are using the system. There are 6 London authorities (including Brent) using the ILAM/KMC system and 14 nationally. Comparison is currently undertaken through the London Grounds Maintenance Benchmarking Club.

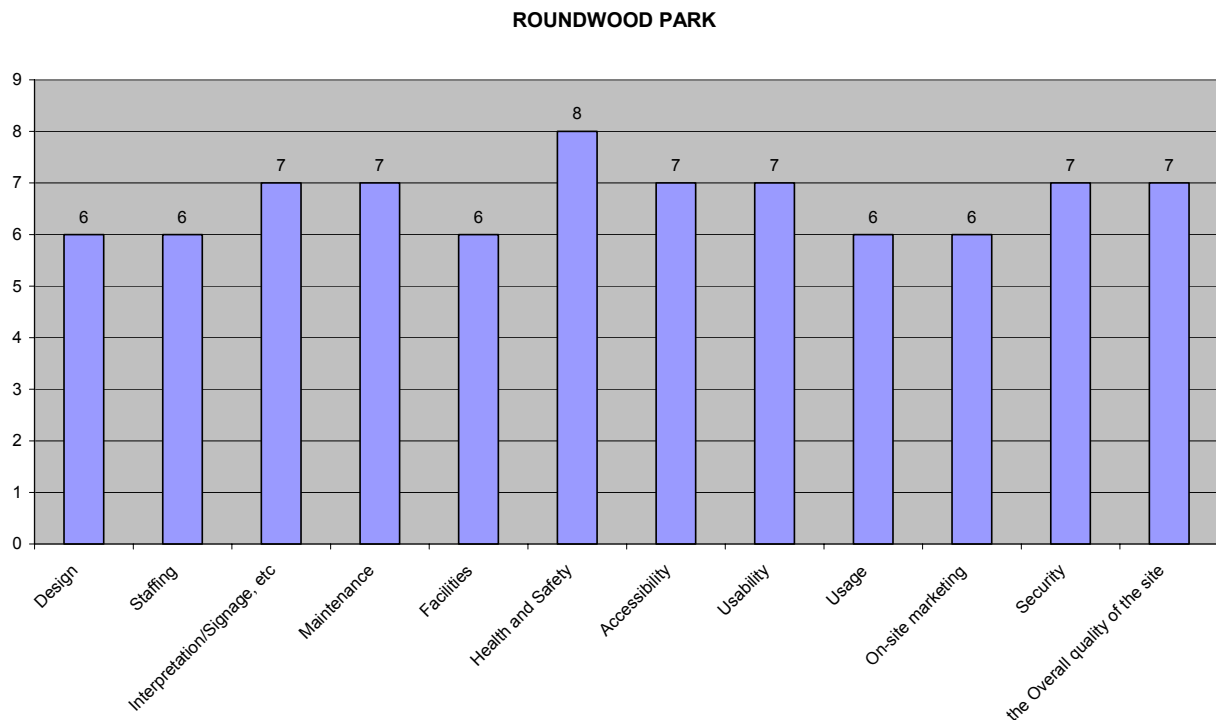
The categories within the Hierarchy are:

PARKS
District Parks
Local Parks
Small Local Parks
Sports Grounds
Pocket Parks and Play Areas
Country Park and Nature Reserve

The factors (or criteria) against which each park designation is assessed are as follows:

CRITERIA
Design
Staffing
Interpretation/Signage, etc
Maintenance
Facilities
Health and Safety
Accessibility
Usability
On-site marketing
Security
The overall quality of the site

This could provide the following type of results for a park in Brent e.g. Roundwood Park:-



All of the scores are justified through detailed notes taken at the time of audit.

Once the information on the quality of the sites is obtained this is then compared with the amount that is being spent on sites which, by being in the same category in the hierarchy, should have approximately the same amount spent on them. They also have roughly the same amount of total staff time being allocated to them.

This provides comparable information, which helps to identify those areas that are performing well – and those that are not. When this information is combined with the results of the consultation exercise, it provides detailed management information on which to base policies and decisions.

The next part of the audit process is to establish target quality scores for each of the categories. It is a requirement of this process to accept that it is not possible to provide excellence across all parks for which the Council is responsible. By definition, this means that the predicted outcomes for the quality scores for the parks are not going to be the same and that they need to be thoughtfully determined. They also need to be determined to enable proper allocation of resources, in terms of both staff time and money. The purpose being to:

- set targets for the quality of provision
- determine clearly what should and should not happen at each of the parks
- to ensure proper use and allocation of resources, and to reallocate if necessary.

Annual 10% Random Survey of Residents

Since adopting the ILAM/KMC system BPS has carried out three annual 10% random surveys of the residents of Brent. This form of consultation is used to give the service a baseline to work from and analysis of results have lead to the collection of qualitative customer satisfaction data.

In carrying out this form of consultation, it is important to ensure that the customer samples are representative, and the only way to do this is to randomly select them from lists such as the electoral register held by the Council. Random selection of 10% gives good results.

The type of information and data that can be collected and analysed is, for example: - the total number of visits to all parks, the ages of those using various facilities, or the reasons why people do not use Council facilities.

To conclude, information on the quality of parks is therefore collected in the following two ways:

1. The audits described above **which provide a quality score through the professional eye.**
2. The consultation exercise **which provides similar quality scores from users and non-users** and provides information such as:
 - Scores for satisfaction
 - Who is using the sites
 - How often they are used
 - How they get there
 - What they do
 - How they think the sites could be improved

- Total number of visits to individual parks and/or total parks, etc, etc

By collecting the information in this two-pronged way, it enables comparison to be made between the results from the audit (the professional view on the quality of parks) and the results from the consultation exercise (the council tax payers' view of parks). Any discrepancies between the results can be analysed for trends.

The Hierarchy of Brent Parks

Parks within Brent have been designated through the ILAM/KMC system and are categorised as follows:

PARKS
District Parks
Local Parks
Small Local Parks
Sports Grounds
Pocket Parks and Play Areas
Country Park and Nature Reserve

District Parks

There are three designated District Parks, located in the west, north east and south of the Borough, (see **Appendix 7**).

The following is what can be expected from a District Park:

- Normally a medium to large site with clearly defined boundaries, e.g. a fence
- Site specific Management Plan in place and implemented
- Sites may be marketed, with some having a number of facilities and things for people to do
- Eating and rest room facilities possibly available
- Will normally consist of a few discrete areas so that people can separately play or sit quietly
- On site staffing would be the norm
- Some interpretative material
- High level of horticultural maintenance possible, depending on the size and scope
- Reasonable access for everyone by foot, car or public transport
- Dogs allowed under control, but poop scoop laws in force
- Market research will be occasionally carried out
- Normally would be heavily used, especially by local people
- Almost certainly have a medium to large play area
- May have some average sports facilities

Local Parks

There are nine designated Local Parks in the Borough and they are located predominantly in the north, (see **Appendix 7**).

The following is what can be expected from a Local Park:

- Normally a medium to large site with clearly defined boundaries, e.g. a fence
- Generic, (but probably not site specific), Management Plan in place and implemented
- Sites may be marketed, with some having a number of facilities and things for people to do
- Will normally consist of a few discrete areas so that people can separately play or sit quietly
- On site staffing would not be the norm
- Some interpretative material
- High level of horticultural maintenance possible, depending on the size and scope
- Reasonable access for everyone by foot, car or public transport
- Dogs allowed under control, but poop scoop laws in force
- Market research will be occasionally carried out
- Normally would be heavily used, especially by local people
- Almost certainly have a medium to large play area
- May have some average sports facilities

Small Local Park

There are fifty five designated Small Local Parks which are located throughout the Borough with no obvious areas of predominance, (see **Appendix 7**).

The following is what can be expected from a Small Local Park:

- Can be of any size, and would not normally have fencing or formal surrounds
- Normally consists mainly of grass, which would be large in relation to the rest of the site
- Very few, if any, facilities provided
- No site specific Management Plan in place, but part of a more generic one
- Sites not marketed, although may have a board to say what is going on in other places
- On site staffing would not be the norm
- No interpretative material
- Low level of horticultural maintenance
- Reasonable access for local people by foot, but unlikely to have good car or public transport access
- Dogs allowed under control; poop scoop laws may be in force
- Market research will not be carried out
- Normally would be used only by local people

Sports Grounds

There are seven designated sports grounds in the Borough, three located to the north, two to the west and two to the south, (see **Appendix 7**).

The following is what can be expected from Sports Ground:

- Can be of any size, and may or may not have fencing or formal surrounds
- Mainly consists of grass, used as sports pitches, which would cover most of the site
- Very few, if any, facilities provided other than those for sport
- A play area is often associated with this category
- No site specific Management Plan in place, but part of a more generic one
- Sites not marketed, although may have a board to say what is going on in other places
- On site staffing would not be the norm, except when the matches are being played
- No interpretative material
- Grass should be maintained well but otherwise generally a low level of horticultural maintenance
- Likely to have a large amount of car parking to accommodate the visiting teams
- Market research may be carried out
- Normally would be used by people from a large catchment area

Pocket Parks

There are twenty five designated Pocket Parks which are located throughout the Borough with no obvious areas of predominance, (see **Appendix 7**).

The following is what can be expected from a Pocket Park:

- A small site often secreted between houses or buildings
- It has a distinct boundary, which will probably be defined by some means
- Will generally contain formal bedding
- High level of horticultural maintenance regardless of the type of planting
- Will often have a fairly high level of facilities considering its size
- Generic, (but probably not site specific), Management Plan in place and implemented
- Sites unlikely to be marketed due to already high levels of local use
- On site staffing would not be the norm
- Some interpretative material
- Often has limited access due to its location
- Dogs rarely allowed
- Market research unlikely to be carried out
- Normally would be heavily used, especially by local people

Country Park and Nature Reserve

Brent has one country park and one nature reserve (which is shared with the London Borough of Barnet). These two designations have their own specific management plans but are also audited against the same criteria as for the other designations, (see **Appendix 7**).

Allotments – Assessment Data

Brent Allotments Condition Survey as of March 2004

				Facilities				
Site Name	Address	Ward	Total Plots	Sheds/Trading Huts	Paths	Toilets	Fencing	Current Condition
Birchen Grove	Birchen Grove, Kingsbury, NW9 8SE	Welsh Harp	74	44	Concrete	None	Chain Link	Fencing & Sheds are very poor. Urgent need for toilet provision. Site currently full.
Bovingdon Avenue	Bovingdon Avenue, Wembley, HA9 6DH	Tokyngton	47	1	Grass	None	Chain Link	Gates need repair. Overall condition is poor. Site is full.
Bridge Road	Bridge Road, Neasden, NW10 9DG	Stonebridge	73	14	Concrete	Yes	Anti Climb	New fencing, water pipes, sheds and toilet. Site full with waiting list.
Cecil Avenue	Cecil Avenue, Wembley, HA9 7DY	Wembley Central	36	0	Grass	None	Chain Link	Fencing and access are poor. Several overgrown vacant plots. Just over half full.

				Facilities				
Site Name	Address	Ward	Total Plots	Sheds/Trading Huts	Paths	Toilets	Fencing	Current Condition
Clifford Road	Clifford Road, Alperton, HA0 1AE	Alperton	18	1	Grass	None	Chain Link	Gates are very poor. Some overgrown vacant plots on site.
Dog Lane	Woodheyas Road, Neasden, NW10 9DE	Stonebridge	64	0	Grass	None	Anti Climb	New fencing, water pipes & noticeboard. Overall condition is good. A few vacancies.
Dors Close	Wood Lane, Kingsbury, NW9 1TT	Welsh Harp	66	4	Grass	None	Anti Climb	New water pipes and fencing. Clearance of vacant plots completed. A number of vacancies.
Elms Gardens	Elms Gardens, Sudbury, HA0 2NK	Sudbury	30	0	Grass	None	Chain Link	Fencing is poor. Whole site vacant and overgrown, apart from 2 tenants.
Furness Road	Harlesden Lane, Kensal Rise, NW10 3SN	Willesden Green	22	0	Grass	None	Chain Link	Fencing is in need of urgent attention. Site full with waiting list.
Gibbons Road	Gibbons Road, Neasden, NW10 9BR	Stonebridge	30	4	Gravel	Yes	Anti Climb	New fencing, water pipes, path, toilet, noticeboard. Overall condition is good. Site full with waiting list.
Gladstone Park Gdns	Broadfield Close, Dollis Hill, NW2 6NR	Dollis Hill	120	34	Concrete / Tarmac	None	Chain Link	Fencing is poor. Toilet provision needed as site is almost full. Site is in fair condition.

				Facilities				
Site Name	Address	Ward	Total Plots	Sheds/Trading Huts	Paths	Toilets	Fencing	Current Condition
Kinch Grove	Toley Ave, Kenton, HA9 9SQ	Barnhill	22	5	Tarmac / Grass	None	Chain Link	Fencing, gates and sheds are poor. 50% of the site is vacant and overgrown.
Leighton Gdns	Leighton Gdns, Kensal Rise, NW10 3PR	Brondesbury Park	13	0	Grass	None	Chain Link	Fencing and gates are average. Site full and a long waiting list.
Longstone Ave	Longstone Ave, Harlesden, NW10 3NE	Harlesden	30	17	Concrete	None	Concrete	Gate, sheds and condition are poor. Site full with waiting list.
Lyon Park Gdns	Lyon Park Ave, Wembley, HA0 4DZ	Alperton	39	1	Tarmac	None	Chain Link	Gates in need of some repair. Several overgrown vacant plots.
Nutfield Road	Nutfield Road, Dollis Hill, NW2 7EA	Dollis Hill	25	6	Tarmac / Grass	None	Chain Link	Fence and gates in need of some repair. Site currently full with small waiting list
Old Kenton Lane	Old Kenton Lane, Kingsbury, NW9 9ND	Fryent	180	14	Concrete	Yes	Chain Link	New gates. Overall condition is good. A large number of overgrown vacant plots.
Sudbury Court Rd	Sudbury Court Rd, Sudbury, HA1 3SD	Northwick Park	49	0	Grass	None	Chain Link	Fence and gates are very poor. A number of overgrown vacant plots.

				Facilities				
Site Name	Address	Ward	Total Plots	Sheds/Trading Huts	Paths	Toilets	Fencing	Current Condition
Tenterden Close	Preston Way, Kenton, HA3 0QG	Kenton	51	21	Concrete	Yes	Chain Link	Gates and fence in need of some repair. Condition of site is good.
Tower Road	Tower Road, Willesden, NW10 2HP	Willesden Green	9	0	Grass	None	Chain Link	Gate and fence in need of some repair. Site full with waiting list.
Townsend Lane	Townsend Lane, Kingsbury, NW9 8XB	Fryent	64	4	Tarmac (proposed)	Proposed	Anti Climb	New fencing, water pipes, roadway, toilets, noticeboards. Site full.
Vale Farm	Watford Road, Sudbury, HA0 3HG	Sudbury	6	0	Grass	None	Chain Link	Fencing and gates are poor. Site is full.
Woodfield Ave	Woodfield Ave, North Wembley, HA0 3TP	Sudbury	31	0	Grass	None	Chain Link	Gates and fencing are in need of some repair. Several overgrown vacant plots. General condition is poor.

Allotments Development Action Plan

The following Action Plan brings together the aims of the Allotment Development Plan and identifies how Brent Parks Service will implement the key actions for improvement over the period 2004-2008.

Action Plan 2004-08

PARKS STRATEGY THEME 1 - PROVISION: To provide parks for the benefit, enjoyment, health and well being of Brent's residents, visitors and wildlife.									
Action No.	Other cross cutting links	Development Plan Objectives	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
ADP-1.1		To make improvements at priority allotment sites	Undertake improvements in accordance with the annual Allotments Schedule, (see Appendix 3 for 2004/05)	✓	✓	✓	✓	✓	Brent Allotments Forum
ADP-1.2		To retain the present level of allotment provision.	Ensure existing 23 allotment sites are protected for the future through discussions with the Planning Service and the Brent Allotments Forum.	✓	✓	✓	✓	✓	Planning Service Brent Allotments Forum
ADP-1.3		To examine if local deficiencies in allotment provision can be made up from existing open space	Research potential and discuss with the Allotments Forum and Brent Planning Service.	✓	✓	✓	✓	✓	Planning Service Brent Allotments Forum

PARKS STRATEGY THEME 1 - PROVISION: To provide parks for the benefit, enjoyment, health and well being of Brent's residents, visitors and wildlife.

Action No.	Other cross cutting links	Development Plan Objectives	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
ADP-1.4		Develop allotment database to improve site management	Record site condition and update inventory. Improve communications with allotment holders through use of allotment database, COLONY.	✓	✓	✓	✓	✓	Planning Service Brent Allotments Forum
ADP-1.5		The non-cultivation procedure will be reviewed to speed up eviction process where necessary in line legislation	Increase site visits and inspections and record information on allotments database, COLONY.	✓	✓	✓	✓	✓	Planning Service Brent Allotments Forum
ADP-1.6		To examine alternative uses for sites or parts of sites where supply seriously exceeds uptake.	Research potential and discuss with the Allotments Forum and Brent Planning Service.		✓	✓	✓	✓	Planning Service Brent Allotments Forum
ADP-1.7		Where better alternative locations can be offered and if allotment holders are in favour of moving, consider alternative uses for existing sites or parts of sites.	Research potential and discuss with the Allotments Forum and Brent Planning Service.		✓	✓	✓	✓	Planning Service Brent Allotments Forum

PARKS STRATEGY THEME 2 - MAINTENANCE: To maintain our parks through practical, economic, creative and collaborative means to achieve clean, safe, inviting and inspiring places for people and wildlife.

Action No.	Other cross cutting links	Development Plan Objectives	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
ADP-2.1		To achieve better management of existing natural features and also the creation of new wildlife habitats	Work with allotment holders to raise awareness of the benefits of maintaining the whole site for human and wildlife enhancement.	✓	✓	✓	✓	✓	Brent Allotments Forum
			Work with allotment holders to meet with the requirements of Brent's Biodiversity Action Plan.	✓	✓	✓	✓	✓	
ADP-2.2		To encourage and (where possible) support good environmental practice	Recycle Parks leaf mulch to allotment sites	✓	✓	✓	✓	✓	Brent Allotments Forum
			Research organic alternatives to fertilisers and pesticides and share results With allotment holders	✓		✓	✓	✓	

PARKS STRATEGY THEME 3 - FUNDING: To build and improve the financial and other resources to adequately provide and maintain the quality, quantity and equitable provision of parks.

Action No.	Other cross cutting links	Development Plan Objectives	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
ADP-3.1		Facilitate the Brent Allotments Forum in the research and application of grants relating to the improvement of allotment sits, including Local Agenda 21 funds, SRB, NOF, the Seed Programme and the Co-operative Group Community Dividend.	Research potential and discuss with the Allotments Forum.	✓	✓	✓	✓	✓	Brent Allotments Forum Funding bodies

PARKS STRATEGY THEME 3 - FUNDING: To build and improve the financial and other resources to adequately provide and maintain the quality, quantity and equitable provision of parks.

Action No.	Other cross cutting links	Development Plan Objectives	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
ADP-3.2		Work with the Planning Service to negotiate Section 106 agreements where applicable to ensure the enhancement of allotment sites for the future.	Research potential and discuss with the Allotments Forum and Brent Planning Service.	✓	✓	✓	✓	✓	Planning Service Brent Allotments Forum
ADP-3.3		Explore options around devolved management of allotment sites to help reduce costs.	Research potential and discuss with the Allotments Forum and Brent Planning Service.	✓	✓	✓	✓	✓	Brent Allotments Forum

PARKS STRATEGY THEME 4 - PARTICIPATION: To promote and strengthen community participation in the planning, creation, management, use and stewardship of parks.

Action No.	Other cross cutting links	Development Plan Objectives	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
ADP-4.1		To retain existing and attract new users by improving	Aim to keep some reserve plots cultivated and ready for occupation.		✓	✓	✓	✓	

PARKS STRATEGY THEME 4 - PARTICIPATION: To promote and strengthen community participation in the planning, creation, management, use and stewardship of parks.

Action No.	Other cross cutting links	Development Plan Objectives	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
		the quality of service	Control of weeds on vacant plots.	✓	✓	✓	✓	✓	
ADP-4.2		To promote allotments with the community and emphasise the benefits, (e.g. health benefits).	Develop an allotment community website in partnership with Brent Parks Service.	✓	✓	✓	✓	✓	Local Schools Brent Allotments Forum PCT HAZ
ADP-4.3		To improve network of contacts in the allotment movement through the Brent Allotment Forum and regular meeting with site representatives, tenants and associations; and to consult these during the implementation of the Development Plan.	Ensure regular, recorded meetings with the Brent Allotment Forum and post minutes on the website.	✓	✓	✓	✓	✓	Brent Allotments Forum

Brent Allotments Improvement Schedule 2003/04

Site Name	Ward	Total Plots	Paths	Water	Fencing	Miscellaneous	Comments
Birchen Grove	Welsh Harp	74					
Bovingdon Avenue	Tokyington	47					
Bridge Road	Stonebridge	73		Install new piping and stand pipes	Anti Climb	Build new toilets. Refurbish sheds	Water improvements completed. Toilets to be completed June 04. Sheds refurbishment completed April 04
Cecil Avenue	Wembley Central	36					
Clifford Road	Alperton	18					
Dog Lane	Stonebridge	64		Install new piping and stand pipes	Anti Climb	Clear vacant plots. Remove internal fencing and replace.	6 plots cleared, Feb 03. Internal fence removed, November 03
Dors Close	Welsh Harp	66		Install new piping and stand pipes	Anti Climb		Water improvements completed in March 04. Fencing completed May 04.
Elms Gardens	Sudbury	30					
Furness Road	Willesden Green	22					
Gibbons Road	Stonebridge	30	Install new path surface	Install new piping and stand pipes	Anti Climb	Clear old trading hut. Undertake general tidy of site.	All improvements undertaken between January 03 and May 04
Gladstone Park Gdns	Dollis Hill	120			Undertake minor fence repairs		Fence repairs completed in March 03
Kinch Grove	Barnhill	22				Clear vacant plots.	Clearance completed June 03
Leighton Gdns	Brondesbury Park	13					
Longstone Ave	Harlesden	30					

Site Name	Ward	Total Plots	Paths	Water	Fencing	Miscellaneous	Comments
Lyon Park Gdns	Alperton	39					
Nutfield Road	Dollis Hill	25					
Old Kenton Lane	Fryent	180				Install new anti-climb gates	Gates installed, May 04
Sudbury Court Rd	Northwick Park	49					
Tenterden Close	Kenton	51					
Tower Road	Willesden Green	9					
Townsend Lane	Fryent	64		Install new piping and stand pipes	Anti Climb		Water improvements completed, February 04. Fencing completed, March 04.
Vale Farm	Sudbury	6					
Woodfield Ave	Sudbury	31					

Brent Playing Pitch Strategy

PARKS STRATEGY THEME 1 - PROVISION: To provide parks for the benefit, enjoyment, health and well being of Brent's residents, visitors and wildlife.									
Action No.	Other cross cutting links	Playing Pitch Strategy Recommendations	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
PPS-1.1	BVIP 23 CST 2 PST 1 SST C	Protect playing pitch land in Brent	<p>Liaise with the Planning Service to ensure current playing pitch provision is retained.</p> <p>Investigate feasibility of protection schemes promoted by Sport England.</p>	✓	✓	✓	✓	✓	Planning Service Sports Service
PPS-1.2	BVIP 23 CST 1,2,3,4 PST 1 SST A,C	<p>Provide pitches in East, West and South of Brent</p> <p>Upgrade existing facilities</p>	<p>Complete improvements at priority sites:- Gibbons Recreation Ground Gladstone Park Willesden Sports Centre Tiverton Roundwood</p> <p>Upgrade priority sites:- Church Lane Recreation Ground Vale Farm Sports Ground King Edward V11 Park</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p> <p>✓</p>	<p>Planning Service Sports Service Friends of Gibbons Recreation Ground Gladstone Park Consultative Committee (GPCC) Sports Clubs Governing Bodies New Opportunities</p>	

PARKS STRATEGY THEME 1 - PROVISION: To provide parks for the benefit, enjoyment, health and well being of Brent's residents, visitors and wildlife.

Action No.	Other cross cutting links	Playing Pitch Strategy Recommendations	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
			Preston Park Tenterden Sports Ground Northwick Park John Billam	✓	✓	✓	✓	✓	Fund (NOF) Sport England
PPS-1.3	BVIP 23 CST 2,3 PST 1 SST A,C	Examine existing pitch provision and determine future potential use	Undertake site analysis of the following priority sites:- Alperton Sports Ground Gladstone Park Vale Farm Sports Ground Northwick Park Longstone Avenue Open Space Roundwood Park Annexe Tiverton Playing Fields Stonebridge Recreation Ground Roe Green Park Drainage: Many of Brent's pitches are on London Clay based soils and/or have poor drainage. Review drainage conditions of pitches.	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓ ✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	✓ ✓ ✓ ✓	Sports Services Planning Service Sports Forum Sports Clubs Baseball/Softball UK Friends of Roundwood Park Stonebridge HAT Friends of Roe Green/Fryent Country Park

PARKS STRATEGY THEME 1 - PROVISION: To provide parks for the benefit, enjoyment, health and well being of Brent's residents, visitors and wildlife.

Action No.	Other cross cutting links	Playing Pitch Strategy Recommendations	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
			Ensure drainage standards are maintained and improved in grounds maintenance operations;	✓	✓	✓	✓	✓	
			Ensure drainage is incorporated into capital improvement programmes.	✓	✓	✓	✓	✓	
PPS-1.4	BVIP 23 CST 2,3 PST 1 SST A,C	Prioritise upgrading of existing Brent Ancillary Sports Facilities and where appropriate produce site management plans	Undertake improvements at the following priority sites:- Gladstone Park Gibbons Recreation Ground Tokyngton Recreation Ground Willesden Sports Ground Roe Green Park King Edward V11 Park	✓ ✓	✓ ✓	✓ ✓			New Opportunities Fund GPCC Friends of Gibbons Recreation Ground Sports Clubs Gujarati Arya

PARKS STRATEGY THEME 1 - PROVISION: To provide parks for the benefit, enjoyment, health and well being of Brent's residents, visitors and wildlife.

Action No.	Other cross cutting links	Playing Pitch Strategy Recommendations	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
			Vale Farm Sports Ground – North Wembley Church Lane Recreation Ground		✓	✓			
PPS-1.5	BVIP 23 CST 2,3 PS1 SST A,C	Provide specific sport pitches in response to user requirements	Create an additional rugby union pitch at Gladstone Park to meet current shortfall.	✓	✓	✓	✓	✓	Touch Rugby UK GPCC Sports Clubs associated with Gladstone Park and Tiverton Green
			Retain Gaelic Football provision at Gladstone Park.	✓	✓	✓	✓	✓	
			Investigate Touch rugby provision at Gladstone Park.	✓	✓				
			Junior pitches: Provide dedicated Junior pitches to meet the demand from Junior teams, who may currently be playing on mini or senior pitches.	✓	✓	✓	✓	✓	

PARKS STRATEGY THEME 1 - PROVISION: To provide parks for the benefit, enjoyment, health and well being of Brent's residents, visitors and wildlife.

Action No.	Other cross cutting links	Playing Pitch Strategy Recommendations	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
PPS-1.6	BVIP 23 CST 1,2,3,4 PST 1 SST A,C,F	Improve schools access to pitches	<p>Improve the following priority sites:- Gibbons Recreation Ground Gladstone Park</p> <p>Investigate the development of a system to map school proximity to playing pitches.</p>	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	✓ ✓ ✓	GPCC Friends of Gibbons Recreation Ground Sports Services Local Schools Education Service
PPS-1.7	BVIP 23 CST 1,2,3,4 PST 1 SST A,C,F	Convert underused senior pitches into junior and mini-soccer pitches to address current and future shortfall	Identify suitable pitches at priority sites and bring pitches into use.	✓	✓	✓	✓	✓	Sports Services Sports Clubs

PARKS STRATEGY THEME 2 - MAINTENANCE: To maintain our parks through practical, economic, creative and collaborative means to achieve clean, safe, inviting and inspiring places for people and wildlife.

Action No.	Other cross cutting links	Playing Pitch Strategy Recommendations	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
PPS-2.1	BVIP 23 CST 2 PST 2 SST C	Consider ways of reducing dog fouling on pitches	Enforce dog fouling byelaws through the Community Park Warden Service.	✓	✓	✓	✓	✓	Environmental Health – Envirocrime Team and Dog Warden Service Community Park Warden Service GPCC Friends of Gibbons Recreation Ground
			Introduce dog fouling awareness signage to priority sites.	✓	✓	✓	✓	✓	
			Introduce dog free zones in priority sites:-						
			Gladstone Park Gibbons Recreation Ground	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	
PPS-2.2	BVIP 23 CST 1,2,3 PST 2 SST C	Consider ways of reducing casual/unauthorised use of pitches to prevent vandalism	Monitor sports pitches through the Community Park Warden Service and Friends of Parks groups and measure impacts.	✓	✓	✓	✓	✓	Friends of Groups Parkwatch participants Community Beat Officers/ Police

PARKS STRATEGY THEME 2 - MAINTENANCE: To maintain our parks through practical, economic, creative and collaborative means to achieve clean, safe, inviting and inspiring places for people and wildlife.

Action No.	Other cross cutting links	Playing Pitch Strategy Recommendations	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
PPS-2.3	BVIP 23 CST 1,2,3 PST 2 SST C	Consider ways of reducing vandalism of ancillary sports facilities	Monitor sports ancillary facilities through the Community Park Warden Service and Friends of Parks groups and measure impacts.	✓	✓	✓	✓	✓	Friends of Groups Parkwatch participants Community Beat Officers/Police
PPS-2.4	BVIP 23 CST 1,2,3 PST 2 SST A,C,,F	Investigate ways of improving schools pitches conditions	Agree school specific grounds maintenance improvement works.	✓	✓	✓	✓	✓	Local Schools Education Service Sports Service New Opportunity Fund (NOF)

PARKS STRATEGY THEME 3 - FUNDING: To build and improve the financial and other resources to adequately provide and maintain the quality, quantity and equitable provision of parks.

Action No.	Other cross cutting links	Playing Pitch Strategy Recommendations	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
PPS-3.1	BVIP 23 CST 2,3 PST 3 SST C,E	Further develop partnership opportunities to secure future investment; and review existing partnership arrangements with current partners	Research potential partnership arrangements and secure investment. Review partnership arrangements with:- GOALS PlayGolf	✓	✓	✓	✓	✓	Parks Assets Group GOALS PlayGolf Baseball/Softball UK Gujarati Arya Association Primary Care Trust (PCT)
PPS-3.2	BVIP 23 CST 2,3 PST 3 SST C,E	Develop sites where partnership funding has already been identified. Seek further grant funding opportunities. Seek further section 106	Undertake improvement works at the following sites:- GEC John Billam Sports Ground	✓ ✓	✓ ✓	✓ ✓	✓ ✓	✓ ✓	Gujarati Arya Association Basketball/Softball UK

PARKS STRATEGY THEME 3 - FUNDING: To build and improve the financial and other resources to adequately provide and maintain the quality, quantity and equitable provision of parks.

Action No.	Other cross cutting links	Playing Pitch Strategy Recommendations	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
		funding opportunities.							
			Enter into discussion with Baseball/Softball UK to identify their needs at Northwick Park.	✓	✓	✓			
PPS-3.3	BVIP 23 CST 1,2,3 PST 3 SST E	Work with clubs and governing bodies to create more funding opportunities	Research current funding opportunities and where appropriate make applications.	✓	✓	✓	✓	✓	Sports Services Planning Services Sports Forum Sports Clubs Football Foundation Rugby Football Foundation New Opportunities Fund Sport England Lottery Fund
PPS-3.4	BVIP 23 CST 2 PST 3 SST C	Negotiate sports improvement funding opportunities	Ensure S106 funding is used to contribute to sports facility improvements.	✓	✓	✓	✓	✓	Corporate Finance Planning Service

PARKS STRATEGY THEME 4 - PARTICIPATION: To promote and strengthen community participation in the planning, creation, management, use and stewardship of parks.

Action No.	Other cross cutting links	Playing Pitch Strategy Recommendations	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
			Capital Programme						
PPS-4.1	BVIP 23 CST 1,2,3 PS 4 SST B	Increase participation rates: all pitch sports	Undertake promotion of pitches through production of sports information leaflets, Vibrent brochure, working with Brent Clubs and development of website. Joint working with Sports Development.	✓	✓	✓	✓	✓	Sports Service Sports Forum Communication Service Environmental Service's Policy and Performance – IT Development Education, Arts and Libraries (EAL including Cultural Services section) Sports clubs
PPS-4.2	BVIP 23 CST 1,2,3,4 PS 4 SST C	Increase participation rates: women, girls and young people	Ensure female and young people changing accommodation is provided when developing future sports facilities. Joint working with Sports	✓	✓	✓	✓	✓	Sports Services Sports Clubs Sports Forum Parks Assets Group New opportunities

PARKS STRATEGY THEME 4 - PARTICIPATION: To promote and strengthen community participation in the planning, creation, management, use and stewardship of parks.

Action No.	Other cross cutting links	Playing Pitch Strategy Recommendations	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
			Development.						Fund Sport England
PPS-4.3	BVIP 23 CST 1,2,3,4 PS4 SST B	Increase awareness of Brent's sports facilities	Maintain integrated Council website to promote sports facilities and support sports clubs. Joint working with Sports Development.	✓	✓	✓	✓	✓	Environmental Services Policy and Performance – IT Development Sports Services Sport England Football Foundation Sports Clubs Sports Forum
PPS-4.4	BVIP 23 CST 1,2,3 PST 4 SST C	Increase community use of school pitches	Liaise with schools to explore opportunities to make school pitches available to the wider community outside school hours.	✓	✓	✓	✓	✓	EAL Local Schools Sports Services Sports Forum
PPS-4.5	BVIP 23 CST 1,2,3 PST 4	Modernise booking systems to increase	Maintain a comprehensive and up to date database of sports	✓	✓	✓	✓	✓	Sports Services Environmental Services - Policy

PARKS STRATEGY THEME 4 - PARTICIPATION: To promote and strengthen community participation in the planning, creation, management, use and stewardship of parks.

Action No.	Other cross cutting links	Playing Pitch Strategy Recommendations	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
	SST B	accessibility for users	<p>pitches and ancillary sports facilities in the borough.</p> <p>Develop the use of IT to allow online bookings and integrate sports facility bookings to allow a One-Stop-shop approach.</p>	✓	✓	✓	✓	✓	and Performance/IT Development
PPS-4.6		Improve access to all sporting facilities in Brent	<p>Liaise with Sports Service to facilitate sports development activities in parks as a way of reducing transport as a barrier to sport.</p> <p>Improve awareness of access to sports facilities via public transport and ensure information is included on website, leaflets etc.</p>	✓	✓	✓	✓	✓	Local Schools Sports Services Sports Clubs

PARKS STRATEGY THEME 4 - PARTICIPATION: To promote and strengthen community participation in the planning, creation, management, use and stewardship of parks.

Action No.	Other cross cutting links	Playing Pitch Strategy Recommendations	Key Actions	2004	2005	2006	2007	2008	Joint Working Groups
PPS-4.7	BVIP 23 CST 1,2,3,4 PST 4 SST D	Review sports pitches charges	Produce pricing policy that is in line with Brent's Corporate pricing policy.	✓	✓	✓	✓	✓	Corporate Pricing Review Team Sports Service Consultation Team

APPENDIX 6

SPORTS STRATEGY ACTION PLAN

Rec. No.	Contributing to Active Lifestyle Action -	Key Partner Agencies	Period for Action				
			2004	2005	2006	2007	2008
1	Work with the Health Promotion Team to promote the health benefits of physical activity to all sections of the community, and particularly to those most identified as 'at risk'.	PCT, GP's, nurses, comm.groups	●	●	●	●	●
2.	To widen the healthy walking programme.	PCT, GP's, nurses, comm.groups, parks	●	●	●	●	●
3.	To link activities for young people into the Healthy Schools programme.	E.A.L.	●	●	●	●	●
4.	To link programmes at the new 'Lift' projects, especially at Vale Farm.	P.C.T, Leisure Connection	●	●	●	●	●
5.	To work with Leisure Connection at the new Willesden Leisure Centre to provide a comprehensive programme of health-related activities, including a GP referral scheme.	Leisure Connection, P.C.T, GP's			●	●	●
6.	To develop a programme of health related activities linked to groups identified as most at risk.	P.C.T, GP's	●	●	●	●	●

Rec. No.	Raising Awareness of Sports Services and Opportunities Action -	Key Partner Agencies	Period for Action				
			2004	2005	2006	2007	2008
1.	To maintain a comprehensive database of sports facilities and activities within the borough.	Schools, E.A.L, Sports Clubs, Parks Service	•	•	•	•	•
2.	To maintain a website detailing sports services and activities, including a directory of sports clubs and links to other partner's websites.	Sports Clubs, Leisure Connection	•	•	•	•	•
3.	To develop the use of information technology to allow on-line bookings at sports facilities.	Leisure Connection	•	•	•	•	•
4.	Integrate sports facilities bookings to allow a 'one-stop' approach.	Leisure Connection, Parks Service, Schools		•	•	•	•
5.	To ensure information is available in a range of formats that address the needs of Brent's diverse community.		•	•	•	•	•
6.	To produce a communications strategy to ensure on-going promotion of facilities and services.		•				
7.	To provide a half-yearly newsletter for sports clubs providing information on training, funding and general sports developments.	All partners	•	•	•	•	•
8.	To hold meetings of the Brent's Sports Forum three times per year to ensure that key stakeholders share information and updates on developments.	All Sports Forum partners	•	•	•	•	•

Rec. No.	Ensuring Sports Facilities Are Fit For Purpose Action -	Key Partner Agencies	Period for Action				
			2004	2005	2006	2007	2008
1.	To implement the recommendations within the sports pitch strategy.	Parks Service, Gov. body Sport	•	•	•	•	•
2.	To work to improve changing accommodation at parks sites, especially in relation to use by women, and girls and young people.	Parks Service, Gov. body Sport	•	•	•	•	•
3.	To secure additional funding to continue a programme of improving pitch quality at both parks and school sites.	Parks Service, E.A.L/schools, Gov. body Sport	•	•	•	•	•
4.	To support and contribute to the development of the National Stadium at Wembley		•	•	•	•	•
5.	To ensure new sport and leisure facilities are developed as part of the Wembley regeneration programme.	Planning	•	•	•	•	•
6.	To ensure that section 106 funding is used to contribute to facility improvements as prioritised in this strategy.	Parks Planning	•	•	•	•	•
7.	To progress work on the PFI scheme for a new Willesden Sports Centre.	Leisure Connection	•	•	•		
8.	To influence the regeneration proposals at South Kilburn to ensure new sports and recreation facilities are developed.	Planning, NDSK	•	•	•	•	•
9.	To provide a third swimming pool for the borough in the Kingsbury area.	Next Generation	•	•	•		
10.	To retender the Councils sports centres ensuring the services provide value for money and help to achieve the recommendations within this strategy.	Procurement Team	•	•	•		

Rec. No.	Ensuring Sports Facilities Are Fit For Purpose Action -	Key Partner Agencies	Period for Action				
			2004	2005	2006	2007	2008
11.	To use the Facilities Planning Model to clarify future facility needs and their priority locations.	Sport England	•				
12.	To work with schools/ education to improve sports facilities on school sites, at schools that are committed to community use of facilities.	E.A.L, Schools	•	•	•	•	•
13.	To identify, and develop, a new use for the ‘disused’ track at Vale Farm sports centre.	Leisure Connection		•	•	•	
14.	To review the different uses of facilities at Vale Farm and produce an overall plan for the area.	Parks Service		•			

Rec. No.	Reduce Barriers To Participation And Ensure Sports Equity Action -	Key Partner Agencies	Period for Action				
			2004	2005	2006	2007	2008
1.	To review charges at Sports facilities and ensure the Leisure card contributes to minimising cost as a barrier to participation	Parks Service, Leisure Connection	•	•	•		
2.	To ensure facilities are available to disabled people in line with the DDA.	Parks, Leisure Connection	•				
3.	To ensure information on sports facilities and services is available in formats relevant to Brent’s diverse community.		•	•	•	•	•
4.	To establish an on-going programme of consultation to gain a better view of customers needs.	Parks, Leisure Connection	•	•	•	•	•
5.	To provide sports development activities on an outreach basis as a way of reducing	Parks Service					

Rec. No.	Reduce Barriers To Participation And Ensure Sports Equity Action -	Key Partner Agencies	Period for Action				
			2004	2005	2006	2007	2008
1.	To review charges at Sports facilities and ensure the Leisure card contributes to minimising cost as a barrier to participation	Parks Service, Leisure Connection	●	●	●		
	transport as a barrier to participation.		●	●	●	●	●
6.	Improve awareness of access to facilities via public transport and ensure this information is included on the website leaflets, etc.		●	●	●	●	●
7.	Work with bus companies to improve access to facilities by public transport.	Bus Operators					
8.	To ensure that staff, both directly employed by the Council and those employed via contractors, are aware of cultural issues which may affect access to sports opportunities.	Parks Service, Leisure Connection	●	●	●	●	●
9.	To work with the Leisure Centre contractors to increase use of sports centres by women, especially woman from ethnic minority groups.	Leisure Connection	●	●	●	●	●

Rec. No.	Supporting Local Sports Clubs to Increase Participation Action -	Key Partner Agencies	Period for Action				
			2004	2005	2006	2007	2008
1.	To support sports clubs to secure external funding, especially to help achieve priorities within this sports strategy.	Sports Clubs, Sports England, LAP, Nat. Gov. Bodies	●	●	●	●	●
2.	To support clubs to develop new, or improved junior sections.	Sports Clubs, Nat. Gov. Bodies, LAP	●	●	●	●	●
3.	To organise courses that help clubs to develop qualified coaches, officials and administrators.	Sports Clubs, Sports England, LAP, Nat. Gov.	●	●	●	●	●

Rec. No.	Supporting Local Sports Clubs to Increase Participation Action -	Key Partner Agencies	Period for Action				
			2004	2005	2006	2007	2008
1.	To support sports clubs to secure external funding, especially to help achieve priorities within this sports strategy.	Sports Clubs, Sports England, LAP, Nat. Gov. Bodies	●	●	●	●	●
		Bodies					
4.	To support the Brent Sports Council in re-establishing itself as a 'voice' for voluntary sports clubs in the borough.	Brent Sports Council, Sports Clubs	●	●	●	●	●
5.	To support clubs to develop policies and practices that will improve their services and help them to increase long term membership.	Sports Clubs, LAP, Nat. Gov. Bodies	●	●	●	●	●
6.	To work with clubs to increase opportunities for participation by women and girls.	Sports Clubs, Comm. Groups, Nat. Gov. Bodies	●	●	●	●	●
7.	Work with clubs and other stakeholders to produce sports development plans for the 8 priority sports.	Sports Clubs, Leagues, Nat. Gov. Bodies, Leisure Connection	●	●	●		

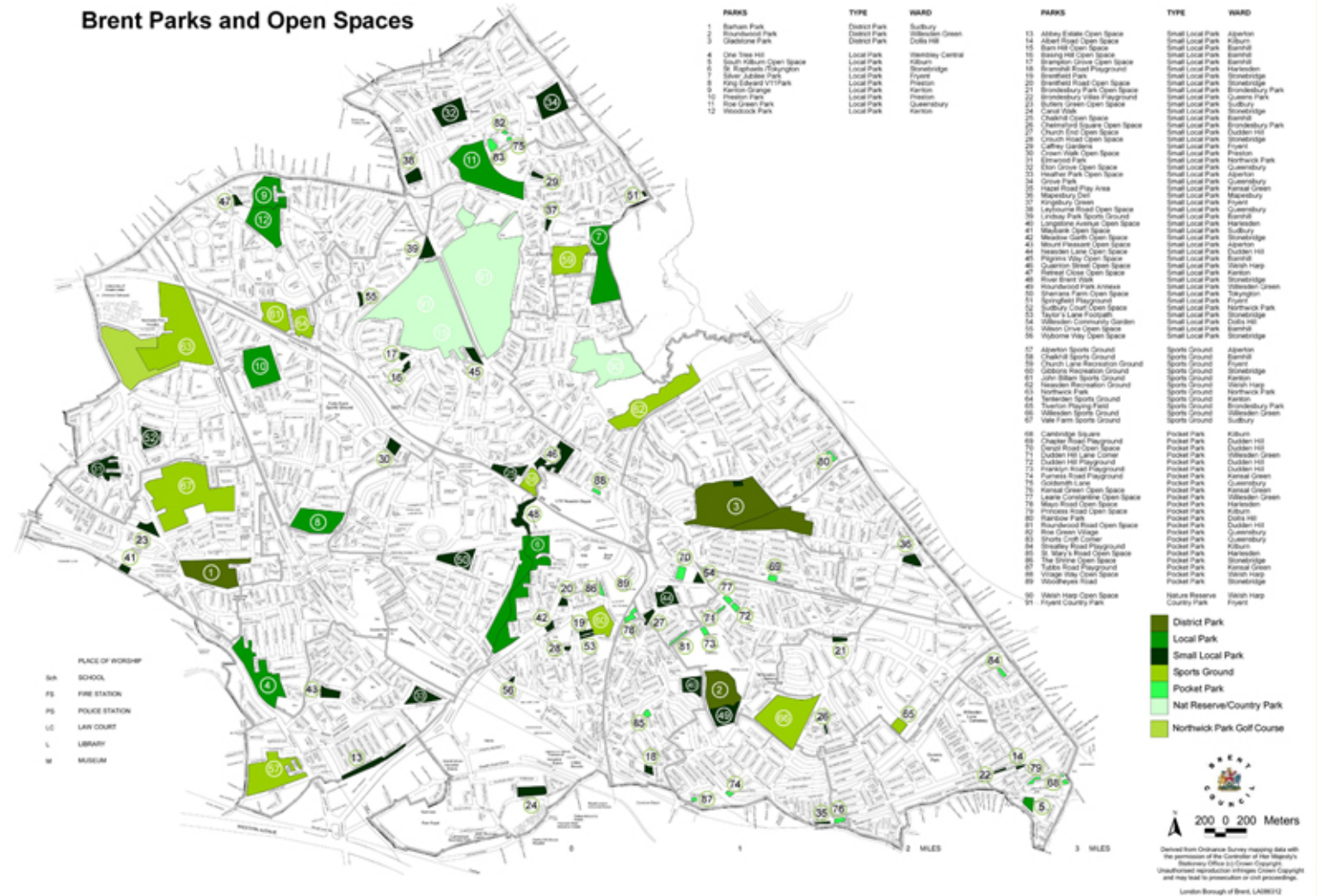
Rec. No.	To Increase Participation Amongst Young People Action -	Key Partner Agencies	Period for Action				
			2004	2005	2006	2007	2008
1.	To work with the Police, Youth Offending Team and other relevant agencies to provide activities which divert young people from crime.	Met. Police, Y.O.T, Crime Concern, Youth Service, Parks Service	•	•	•	•	•
2.	To develop links between schools and clubs to create pathways for long term participation.	School, E.A.L, Sports Clubs, S.S.C.O programme, Step into Sport Scheme	•	•	•	•	•
3.	To provide a range of affordable recreational facilities at Parks sites for young people, including multi-sports areas.	Parks	•	•	•	•	•
4.	To develop a minimum of two skate boarding facilities within parks and open spaces.	Parks	•	•			
5.	To re-establish involvement in the London Active Partnership.	LAP	•	•	•	•	•
6.	To recruit a PE advisor for the Borough and to work with the PE advisor to increase opportunities and quality of sports and PE within schools.	E.A.L, Schools	•	•	•	•	•
7.	To link sports development services to the school sports co-ordinators programme ensuring pathways to clubs are developed.	Schools, S.S.C.O's/ PDM's, Y.S.T.	•	•	•	•	•
8.	To contribute to the 'PE and Sports in School' programme pilot.	Schools, M.P, Y.S.T, Sports Clubs	•	•	•	•	•
9.	To work with schools and clubs to enable Brent to continue to send representative teams to Inter- Borough events.	Schools Sports Clubs	•	•	•	•	•
10.	To consult with young people to ensure their needs and views are identified.	Schools Youth Service	•	•	•	•	•

APPENDIX 7

Map of Brent Parks

To view the map in detail visit:

www.brent.gov.uk/parks



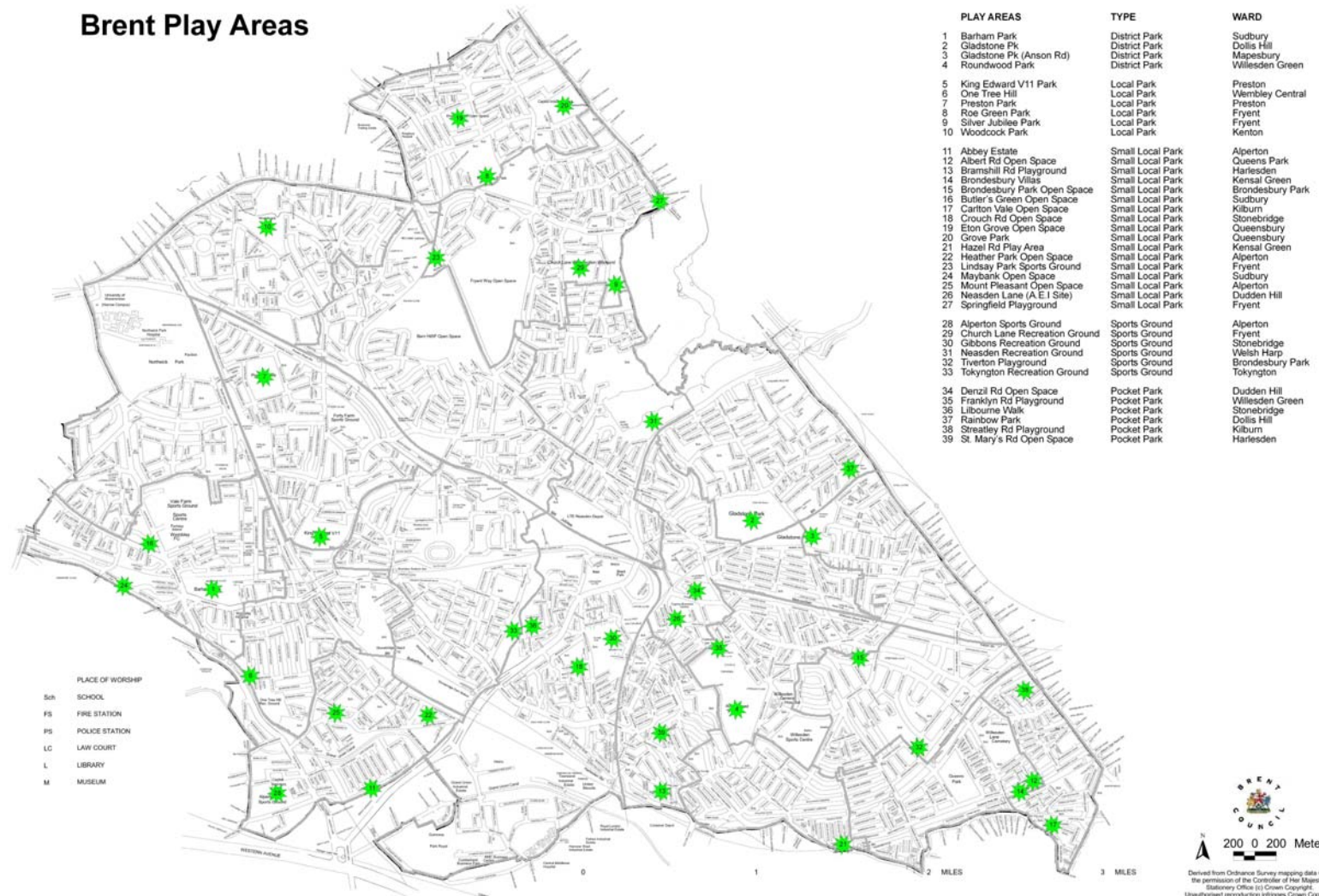
APPENDIX 8

Map of Children's Play Areas

To view the map in detail visit:

www.brent.gov.uk/parks

Brent Play Areas



BRENT COUNCIL
 200 0 200 Meters
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 London Borough of Brent, LA286312

Map of Brent Allotments

To view the map in detail visit:

www.brent.gov.uk/parks

