

[2012-20]



Norland North Open Space Park Management Plan



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1 Introduction

Norland North is one of the most recently introduced parks in Hammersmith and Fulham developed as part of the Edward Woods Estate Regeneration in 2009 and linked to the Section 106 to provide a park for the estate improvements. As well as a fenced park the scheme also included *a significant area outside the park which includes the ramped access to the White City H junction and a cycle way and pedestrian route leading to St Anne's Road. The budget for the ancillary works stood at £500K leaving £456K for the park development*

Consultation for the development was carried out by Groundwork London with local residents from the surrounding estates.

The park includes a traditional perimeter tarmac footpath set within the undulating landscape mounds of the park with a range of perimeter shrubberies with a variety of traditional amenity shrubs planted at intervals around the park.

The site facilities include a fenced all weather games area and toddler / Junior combination playground.

This management plan is not exhaustive and is to be read in conjunction with the London Borough of Hammersmith and Fulham (LBHF) Contract for Grounds Maintenance Services Specification and the Parks and Open Spaces Strategy.

Parks management is a continuous process that takes account of issues that arise. Therefore this management plan is a “live document” which will be updated annually. As well as being actively implemented it is essential that this strategy is reviewed and updated to ensure Norland North Open Space is relevant to users needs, cared for and respected by all.

The objectives for the sustainable management and future development of the Park are structured around the eight key criteria set by the Green Flag Award:

1. Creating a Welcoming Space;
2. Providing a Square that is Healthy, Safe and Secure;
3. A Square that is Clean and Well Maintained;
4. Sustainable Management of Resources;
5. Appropriate Management of Conservation and Heritage Features;
6. Encouraging Community Involvement;
7. Marketing the Facility Effectively;
8. Implementation of Effective Management Strategies

2 Action Plan Progress Summary

Progress against the action plan projects is summarised below. Projects are added to this list upon completion.

#	Description	Objective	Date Completed	Funding Source	Value
1	Review existing Planting Beds on site particularly at site entrances, gapping up where required.	1	Jan 2013	Capital	£2K
2	Under Asset Condition audit access quality of path networks including Tarmac and Pavers. Pro tech trial on Resin Bound Gravel to deal with paint spill.	1	Aug 2012	Free Trial	N/A
3	Look at potential to introduce interpretive signage in the park to highlight flora and fauna to be found in the park. Biodiversity Sign for entrance bed.	2	Mar 2013	Capital	£1K
4	Carry out audit of all trees on site, produce a tree plan and action all priority 1 works	5	Dec 2012	Revenue	£1K
5	Put in place formal contract for external Play Area Inspection	11	Jun 2012	Revenue	£1K per annum
6	Production of Ecological Plan for Norland North. See Appendix 17. Document for Consultation 2013	16	March 2013	Staff Time	N/A
7	Achieved successful reduction of Herbicide use on parks contract through improving a range of application techniques. See Appendix 14	17	Jan 2013	Contract	N/A
8	If opportunity arose retain standing deadwood or logs for loggaries.	18/20	Aug 2012	Contract	N/A
9	Ensure all new planting is sympathetic to the surrounding environment and in keeping with park structure. Annual parks planting program.	21	March 2013	Capital	£1K
10	Linked to the Green Flag Award push to include Housing sites LBHF and Contractor are working with Hammersmith Homes on a plan to enter Norland North and The Edward Wood Estate for Green Flag in 2014-15	25	Commence Feb 2013	Staff Time	N/A

2.1 Key Projects previous year 2012-13:



Biodiversity Bed

LBHF Parks Development are working with Quadron and HGCA and the Edward Woods Community Centre to develop a range of interpretive signs that can be used by residents and local schools alike for Environmental Education in line with **objective 2 objective 20 and objective 22.**



Initial Resident Planting Day with Norland North Working Party

Joint by residents from Edwood Woods RA and community centre to plant entrance bed at Hunts Close and Playground beds in line with **objective 1 objective 21 and objective 23.**



Working with LBHF Biodiversity Officer Quadron planted 5 native apple trees in the bed near the Childrens Playground in September 2012

Working with ATS boroughs tree contractor Quadron Services installed a logger to the rear of the Biodiversity Bed at Hunts Close in September 2012.



Asset Improvements

Linked to **Objective 1 part 3**
Asset Audit of the park it was noted Root lift issues working with new supplier on a trial product to rectify issue.



Norland North Ball Court

The Ball Court on site was used for the launch of the Coca Cola Street Games Launch in 2012.

LBHF Sports Development Team are working with London Sports Trust and Edward Woods Community Centre to develop estate sports.



6th June Jubilee Fun Day

Edward Woods Residents Association used Norland North Park for Jubilee Fun day with Zumba / Drummers and Sports Activities.



3 Strategic Context

3.1 Introduction

This Management Plan articulates the vision for the improvement of Norland North open space, its management and maintenance and provides detailed objectives and action plans to direct Hammersmith and Fulham's Parks and Recreation Team to achieve this vision over the next 10 years. The objectives of the management plan are aligned to the criteria for the Green Flag Award administered by Keep Britain Tidy.

Significantly, the objectives for all of the Management Plans for Hammersmith and Fulham's open spaces have been developed with the wider strategic objectives across the borough in mind. These objectives are defined in the Hammersmith and Fulham Community Strategy and Parks and Open Spaces Strategy.

3.2 Hammersmith and Fulham Community Strategy

The Hammersmith and Fulham Community Strategy's focus is on making improvements that matter to the local community. Developed in partnership with residents, local businesses, voluntary and community groups and the public sector, the Community Strategy puts residents first and provides a vision and framework for the future of the borough:

*To work with the Borough Partnership to **create a borough of opportunity for all.***

The key priorities are to:

- Provide a top quality education for all;
- Tackle crime and antisocial behaviour;
- Deliver a cleaner, greener borough;
- Promote home ownership;
- Set the framework for a healthy borough;
- Deliver high quality, value for money public services;
- Regenerate the most deprived part of the borough.

3.3 Parks and Open Spaces Strategy

Hammersmith and Fulham's Parks & Open Spaces Strategy encompass all public and private open spaces across the borough including Parks, open spaces, housing open land and civic spaces. It is based on the results of audits, surveys and ongoing consultation and is aligned with key national and regional guidance on open space.

The purpose of the Strategy is to coordinate improvements in provision, quality, management, accessibility and to promote the use and enjoyment of Parks and open spaces to more individuals and groups in the community. Facilities will be improved in response to areas of deficiency identified in the 2006 Open Space Study (Supply) and the Residents Survey (2008).

The Parks and Open Spaces Strategy provides a framework for the delivery of services and future improvement actions for the London Borough of Hammersmith and Fulham, and our community partners and stakeholders involved in providing, managing and enjoying open spaces across the borough. This will involve working in partnership both within the council and with external partners and stakeholders, including local residents' and friends' groups. The Strategy will be monitored and reviewed annually to ensure we are working towards the Parks and Open Spaces vision.

The Strategy will be essential in:

- Presenting a framework for protecting and improving Hammersmith and Fulham's Parks and open spaces network;
- Raising standards of open space management and maintenance;
- Informing decision-making for the future of Parks and open spaces;
- Supporting policy development for open space in the borough's Local Development Framework and when negotiating planning obligations;
- Determining capital expenditure on Parks and open spaces;
- Linking into borough wide programmes such as ; Neighbourhood Renewal Areas and the Local Area Agreements;
- Working with partners such as Groundwork West London, Hammersmith Community Garden Association, Urban Studies centre and the Thames Landscape Strategy (Kew to Chelsea).

3.4 Significance of Norland North

As one of the borough's open spaces Norland North has a variety of facilities and features that assist the Council in delivering the **Borough of Opportunity**.

The table below illustrates how St Peter's Square contributes to Hammersmith and Fulham's wider strategic objectives.

Table 2.1 Norland North Open Space and Hammersmith and Fulham's Strategic Objectives

Top Quality Education for all	Tackling crime and antisocial behaviour	Cleaner Greener	Framework for Healthy Borough	High Quality Public Services
Nature Conservation Areas and activities	Parks Constabulary Patrol.	Natural Habitat and ecology improving local water, soil and air quality.	Community Gardening.	Bespoke quality site furniture.
Local History and Heritage	Inspected and well-maintained facilities. CCTV	Accessible by Public Transport	Safe and accessible paths.	Accessible facilities for people living with disabilities.
Estate Gardening Project	Working with Edwards Woods Estate RA	Good pedestrian access to all parts of the site.	Play Areas	
Third Sector Partnership.	Partnering with Hammersmith and Fulham Homes and Notting Hill Housing Association	Enhancing local urban amenity.	Hard ball court Football and Basketball	
	Fulham Kickz Youth engagement	Mobile Quadron operative		

4 Norland North Open Space Key Site Information & Description

4.1 Site Details

Name	Norland North Open Space
Address	Hunt Close, London Borough of Hammersmith and Fulham, W11 4JX
Contacts	General enquiries: 020 8753 3226 or Parks@lbhf.gov.uk
Web	www.lbhf.gov.uk
Grid Reference	Location is at
Designation	Public Open Space
Ownership	London Borough of Hammersmith and Fulham
Size	0.9 hectare
Type	Small local park / open space
Legal Interest	Land registered to LBHF
Byelaws	LBHF parks and open space applies to this site. See Appendix 6.
Access	Locked site. Open 7:30am to dusk
Local Facilities	Multi-Use All weather games area Children's playground
Transport	Nearest Tube Station is Shepherd Bush There a number of bus routes to the park – please see Transport for London websites
Parking	No Parking on site. On street pay and display parking.

4.2 Location

Norland North Open Spaces is located on the.

There are 7 pedestrian access points located around the perimeter of the site including 2 evacuation points from the hard ball court. Vehicles are not permitted within the square.



Figure 4.1 Location Map of Norland North Open Space

4.3 Soils

Most of the borough of Hammersmith and Fulham is flat, lying on the flood plain of the Thames, with the land rising very gradually northwards.

Norland North is located on River Terrace Gravel deposits on London Clay. River Brickearth (a fine stoneless loam thought to be produced by the reworking by rivers of earlier deposits of desert dust or *loess*) overlays River Gravel deposits in the north of the site.

4.4 Hydrology

The open space falls under the general river Thames water basin. There are no surface water courses.

4.5 Flora, fauna and Nature Conservation

The Park was designed as a part of the Edward Woods Estate regeneration. Groundwork was employed to consult local people. The PTE Architects have made

the overall design. The details of the park, such as they exist, suggest a very basic green characterised by asphalt paths, a modest play area and a fenced kick about.



4.5.1 Planting strategy and typical species list

Quiet Garden

The planting in this informal area designed for passive recreation consist of bold swathes of shrubs and perennials providing colour, scent and a variety of textures. The planting has been designed to provide enclosure whilst maintaining natural surveillance across the site.

Shrubs and perennials

- *Bergenia* "Silver White"
- *Blechnum capense*
- *Camellia* x *williamsii*
- *Chrysanthemum frutescens*
- *Crocosmia* "Lucifer"
- *Cytisus* x *beanii*
- *Cytisus praecox*
- *Dianthus allwoodii* "White Ladies"
- *Euonymus fortunei* "Colorata"
- *Festuca glauca*
- *Fuchsia* "Tom Thumb"
- *Geranium endressii* "Wargrave Pink"
- *Geranium psilosteman*
- *Hebe brachysiphon*
- *Hebe* "Purple Queen"
- *Hedera helix* "Eva"
- *Hydrangea macrophylla* "Bluebird"
- *Hydrangea quercifolia*
- *Hypericum calycinum*
- *Hypericum patulum* "Hidcote"
- *Iris* "Harmony"
- *Iris pallida* "Variegata"
- *Iris unguicularis*
- *Kniphofia* "Fiery Fred"
- *Lavandula* "Hidcote"
- *Ligularia stenocephala*
- *Lupinus* "Thundercloud"
- *Myrtus communis*
- *Olearia* x *haastii*
- *Pachysandra terminalis*
- *Pelargonium* x *fragens*
- *Polygonum bistorta* "Superbum"
- *Pulmonaria saccharata*
- *Rhododendron aberconwayi*
- *Rubus tricolor*
- *Stachys lavandulifolia*
- *Verbena patagonica*
- *Veronica prostrata*
- *Vinca minor*
- *Waldsteinia ternata*

Climbers

- *Clematis montana*

- *Lonicera japonica* "Halliana"

Nature Areas

The boundary planting adjacent to Mortimer House will be designed to encourage wildlife and promote biodiversity within the site. The planting will consist of a mixture of native species and ornamental varieties which attract butterflies and birds, such as those with berries. For security, the planting will be mainly low groundcover with wide spaced large shrubs and trees designed to be coppiced to minimise their height and spread.

- | | |
|--|---------------------------------|
| • <i>Ajuga reptans</i> | • <i>Pulmonaria officinalis</i> |
| • <i>Cornus sanguinea</i> | • <i>Rosa canina</i> |
| • <i>Corylus avellana</i> | • <i>Symphytum grandiflorum</i> |
| • <i>Galeobdolon luteum</i> "Florntinum" | • <i>Tiarella cordifolia</i> |
| • <i>Iris foetidissima</i> | • <i>Ulex europaeus</i> |
| • <i>Mahonia aquifolium</i> | • <i>Viburnum opulus</i> |
| • <i>Primula vulgaris</i> | |

Structure Planting

Definition and separation of the different areas within the park will be achieved through ground modelling and structure planting. The structure planting will consist of mainly evergreen shrubs grown for their year round form, and trees which form avenues, edges and a 'green roof' to the entrance area at Rifle Place. Bulbs will also be planted in drifts in grass areas to provide spring colour and interest.

Shrubs and Grasses

- | | |
|--|------------------------------------|
| • <i>Bambusa aurea</i> | • <i>Pittisporum tenuifolium</i> |
| • <i>Ceanothus thyrsiflorus repens</i> | • "Limelight" |
| • <i>Choisya ternata</i> "Sundance" | • <i>Rhus typhina</i> "Laciniata" |
| • <i>Cortaderia selloana</i> "Silver Carpet" | • <i>Sarcococca humilis</i> |
| • <i>Glyceria maxima</i> "Variegata" | • <i>Senecio</i> "Sunshine" |
| • <i>Mahonia pinnata</i> | • <i>Skimmia japonica</i> "Keeson" |
| • <i>Osmanthus decora</i> | • <i>Spartina pectinata</i> |

Trees

- *Betula jacquemontii*
- *Platanus x hispanica*
- *Prunus avium* Plena
- *Pyrus calleryana* Chanticleer
- *Robinia Frisia*

Bulbs

- *Crocus* "Pickwick"
- *Crocus* "Yellow Mammoth"
- *Narcissus* "Thalia"



4.6 Facilities and Features

The open space provides adequate facilities and services for informal recreation and educational opportunities for all ages. It has a play area for children, a MUGA for teenagers and landscaped areas for all ages.

Parking

The Open space doesn't have any dedicated car park. The pay and display parking is available on the surrounding roads to the park.

Toilets

The Open space does not have any toilet facility.

4.7 Recycling Facilities

Currently the volume of litter waste streams generated in Norland North would not be enough to warrant recycling facilities on site but the matter is being discussed with Hammersmith Homes and Nottingham Housing Trust as part of estate wide projects.

4.8 Children's Facilities

The Children Play area is located to the left of the main entrance on Hund Close and is quite popular with the kids living in the surrounding housing estates. It has various equipments like Climbing Frame, 7-station adventure trail, stepping logs, see-saw, rotator, spring mobiles and 2 double sided benches, all fixed on safety surface.



The safety surface has ground graphics on it to create additional play interest.

The play area inspections are done on a quarterly basis but visual inspections are carried out weekly by Quadron Services & small works department. (Appendix 15)

4.9 Youth Facilities



There is a floodlit Multi use games area which also has a separate 2 way entrance from the road and it provides facilities for various ball sports and complies with PAS 30 regulations.

4.10 Recent History of Norland North

The Norland North Open Space was a part of the Edward Woods Estate regeneration project as a section 106 agreement to provide a Park. The layout and design has not changed greatly since originally conceived.



Groundwork was employed to run the design consultation with the local residents. A hard copy of the original 2004 Consultation will be available if judges require.

4.11 Present User profile

Norland North Open space is an extremely popular park with the local residents that serves a variety of users from all backgrounds. It is a highly valued local park in an area deprived of quality green space and is enjoyed a wide range of residents from adjoining housing estates. Visitors to the park that do not live locally use the park as a cut through.

The park serves a mixed community with a range of income and ethnic groups represented.

4.12 Management

The Parks and Recreation Team coordinate the management of Norland North and green spaces across the borough. A restructured service was established in 2007 to manage the Grounds Maintenance Contract that was being market tested to improve service delivery that included outsourcing all maintenance operations to an external contractor.

The Park and Recreation Management Structure relevant to Norland North is described in Appendix 7.

The *Head of Parks and Recreation* has the overall responsibility for the ongoing development and maintenance of the borough's parks, open spaces, cemeteries, sports facilities and leisure centres.

The *Parks Development Manager* is responsible for developing and implementing the Strategic Vision for the borough's Squares and Open Spaces and delivering improvement projects in open spaces. Community *Liaison* work with local stakeholders, including Friends of Park's Groups to ensure that park's meet the

current and future aspirations of all users to deliver capital projects and develop policies.

Grounds Maintenance operations are managed by the *Park and Recreation Operations Manager* who is responsible for managing the Grounds Maintenance Contract and the *Grounds Maintenance Monitoring Officers, Small Works Team, Community Sports Monitoring Officer, Systems Administrator, Administrative Officer, Cemetery Manager and two Cemeteries Administrators*.

External contractors, Quadron Services Limited, undertake grounds maintenance in Norland North Open Space and report directly to the Parks Operations Manager. The same dedicated work group based in the open space generally carries out the day-to-day management and maintenance. Quadron Service's Area Managers oversee a static workforce of 60 ground staff that provides the litter picking and horticultural works element to the Open Space and they place particular emphasis on the interface between Hammersmith and Fulham and the Square's users.




Quadron team mulching at Norland North

The Parks Constabulary, based at Glenthorne Road , Hammersmith, patrol the Square and are responsible for enforcing the Square Byelaws and providing a visual presence enhancing the sense of safety and security in St Peter's Square. They are also responsible for locking and unlocking the square, resolving anti-social or nuisance disputes and issuing fixed penalty notices for failing to pick up after dogs, littering and antisocial behaviour.

4.13 Leases, Covenants and Legal Interest

Freehold registered title to London Borough of Hammersmith and Fulham.

5 Vision

A photograph of a park area with a large tree, a bench, and residential buildings in the background, overlaid with a red tint.

“To encourage healthier lifestyles, strong inclusive communities and an appreciation of nature through the provision of an attractive, high quality space with facilities that are safe, clean, sustainable and accessible to all”.

6 Aims, Objectives and Management Actions

This section presents the aims and objectives for Norland North Open Space from 2011 – 2021. The format is closely aligned to the key criteria set by the Civic Trust and CABI Space for the Green Flag Award.

The current status of the open space, measured against the Green Flag criteria highlights current condition, recent development and areas for improvement. Objectives have been developed based on our assessment of the current status of the square. They define our intentions for achieving the vision for the square.

The management actions that follow the objectives describe how we will allocate funding, resources, and monitor our progress towards achieving our vision.

The Key Green Flag Criteria are:

1. Creating a Welcoming Space
2. Ensuring the Square is Healthy, Safe and Secure
3. Keeping the Square Clean and Well Maintained
4. Sustainable Management of Resources
5. Appropriate Management of Conservation and Heritage Features
6. Encouraging Community Involvement
7. Marketing the Facility Effectively
8. Implementation of Effective Management Strategies

The vision and objectives for Norland North are aligned with and may be in addition to the Hammersmith and Fulham Community Strategy, the Council's corporate objectives and the 2008 Hammersmith and Fulham Parks and Open Space Strategy vision and objectives.

The Management Actions described in the following section include likely timeframes, responsibility for implementation, cost estimates and funding sources. Most of the Management Plan objectives have specific actions against them. In some cases the objective relates to *how* we work. In these cases there will be no related actions.

This information will be reviewed regularly and is expected to evolve as opportunities arise.



6.1 Creating a Welcoming Square

The overall impression for someone approaching and entering the site should be positive and inviting.

Features of particular importance are:

- *Good and Safe Access*
- *Effective signage to and in the square; and*
- *Equal access for all members of the community.*



Photograph: Views from Site entrance Hunt Close

6.1.1 Background and Issues

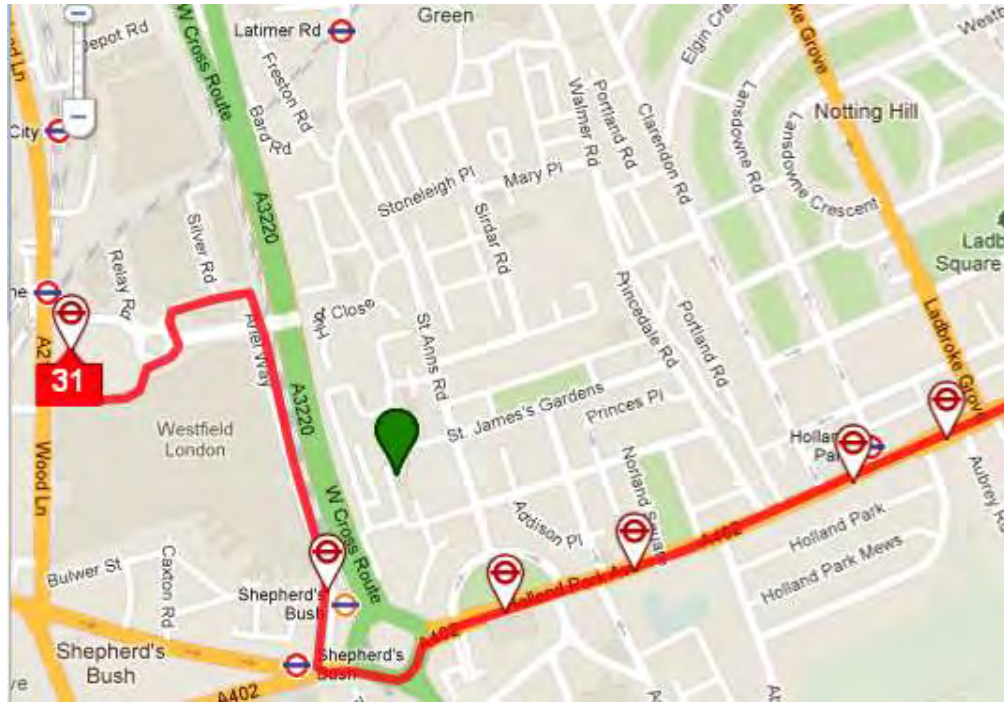
Access and Transport Options

Norland North Open Space is accessible to wider community using a variety of transport modes. It is a locked site and is open from 7:30am until dusk when the square is locked. There is limited pay and display parking available in the surrounding streets.

Visitors travelling by London Underground have a 12 minute walk from Shepherd's Bush tube station. The nearest bus stops (Shepherd Bush station & Norland Square) are approximately 10 minutes walk. Bus routes run frequently Monday to Sunday.

Pedestrian access to Norland North Open space is through entrances at 5 points around the park. The main pedestrian entrance is located on the Hunt Close.

Careful consideration of the Disability Discrimination Act has been taken to improve access on this site. All entrances are wheelchair accessible and footpaths link all major areas and points of interest in Norland North open space.



Transport Map showing the Bus Routes

Signage and Information

To ensure visitors know where they are and what facilities are available for their enjoyment, new interpretive panels and notice boards have been developed and are located at all key entrances to Norland North. The signs provide information of the site with facilities and features of interest, policies on litter, dogs, and acceptable behaviour in the open space and contact details for the parks service and the constabulary.



Parks Signage Information and Instructions.

The size, layout and variety of features in the open space require careful consideration of directional signage to guide visitors to various facilities and destinations in the open space. This will be developed with assistance from partners.

Over the years, as signage design and messages have changed, more signage has been added. Unfortunately this signage, mostly highlighting prohibited activities has contributed to visual clutter throughout the Square. The Signage Improvement project aims to remove this unnecessary clutter to improve the welcoming feel of the square and encourage responsible square use through a consistent information format. Flyposting is also a significant issue in the borough's parks and open spaces. This is addressed in the next chapter of the management plan.

Site Facilities and Furniture

The standardisation of all our furniture is important to provide consistent approach to our maintenance and to make site more welcoming. Good quality benches, waste bins are located conveniently around the site. An asset management plan is currently in development to ensure that there is a continuous programme of maintenance of all our assets. Set asset condition survey results for Norland North (Appendix 13)

The design and condition of shrub beds, planting, trees, facilities and features in Norland North Open Space contribute to the visitor experience and satisfaction with the open space. LBHF are currently working with Edward Wood Residents Association to agree a program of shrub planting to improve the range of shrubs and herbaceous plants on site Neighbourhood Improvement Scheme.



6.1.2 Objectives

1. Maintain boundary fencing, hedging, gates and access paths to a consistently high standard.
2. Improve signage in the surrounding neighbourhood to the square and provide more directional and interpretive signs within the square.

3. Meet the accessibility requirements of all users.
4. Provide everybody with a range of high quality, well-maintained and relevant facilities that are accessible, safe, and clean.

6.1.3 Management Actions

#	Description	When	Who	Budget (£000)	Source	Secured
Objective 1. Maintenance of boundary fencing, hedging, gates and access paths to a consistently high standard						
1	Review existing 5 park entrance points to ensure access, site lines, furniture and planting ensure site is welcoming to users	2012	Parks Dev	£10K	Capital	No
2	Review existing planting beds on site particularly at site entrance points gap up any beds where required with suitable species selection.	2012	Parks Ops / QSL	Staff Time	Revenue	Yes
3	Under Asset Condition audit assess quality of path network including tarmac and pavier's are maintained to ensure good access around the park	2012	Parks Ops / Small Works Team	Staff Time	Revenue	Yes
Objective 2. Improve signage in the surrounding neighbourhood to the park and provide more directional and interpretive signs within the park						
4	Review street signage, to ensure park is sign posted in surrounding area.	2012	Parks Ops	Staff Time	Revenue	Yes
5	Look at potential to introduce interpretive signage in the park to highlight flora and fauna to be found in the park.	2012	Parks Dev / Park Friends	£2K	Capital	Yes
Objective 3. Meet the accessibility requirements of all users						
6	Review DDA audit for site to ensure all points of the park are accessible.	2012	Small Works Team	Staff Time	Revenue	Yes
7	Review bare planting beds in line with access audit to see if desire lines are being created across the park.	2012	Parks Ops / QSL	Staff Time	Revenue	Yes
Objective 4. Provide everybody with a range of high quality, well-maintained and relevant facilities that are accessible, safe and clean.						
8	Develop customer feedback form for reporting issues with Park Friends / Hammersmith Homes / Local Residents Association and use opportunity to engage more with local park users	2012	Parks Dev	Staff Time	Revenue	Yes

6.2 A Healthy, Safe and Secure Parks and Open spaces

The Park or green space must be a healthy, safe and secure place for all members of the community to use. Relevant issues must be addressed in management plans and implemented on the ground. New issues which arise must be addressed promptly and appropriately. Particularly important issues include:

- *Equipment and facilities must be safe to use;*
- *The square must be a secure place for all members or the community to use or traverse;*
- *Dog fouling must be adequately dealt with;*
- *Health and safety policies should be in place, in practice and reviewed; and*
- *Toilets, drinking water, first aid, public telephones and emergency equipment where relevant (e.g. lifebelts by water) should be available on or near the site and clearly signposted.*



Photograph: Insert photo of a facility that requires health and safety reporting

6.2.1 Background and Issues

The Parks Resident Survey in 2008 indicates that safety and quality facilities are important factors influencing how all Park and open spaces are used in the borough. We recognise this and prescribe safety by design principles wherever possible throughout the square. A well used open space is often a safer public space and the greater the perception of safety. The park over the last year has had no reported incidents of crime or anti-social behaviour. This is also reflected no incidents of vandalism.

The council has adopted a new set of open space byelaws, which have been agreed by the Secretary of State in 2011. These provide a more comprehensive set of regulations for improving nuisance and anti-social behaviour across all of our open spaces (Appendix 6)

It is widely accepted that encouraging greater the level of use of the public space provides more natural surveillance which reduces users fear of safety. Improving sightlines, minimise hiding places and blind spots where possible, especially around entrances shall remain key priorities of our development programmes. See crime statistic (Appendix 16)

Due to the number of visitors, and partners working visibly within the park, security in the park has improved remarkably in the past few years. The site benefits from having mobile staff on site.

The most sustainable solution for future safety and security in the park is to ensure that Norland North open space is a well-used and respected facility. With trained mobile staff and sensible management of planting and trees, provide a safe and secure facility for the local community. Incorporating the local knowledge and expertise of our partners is essential to ensure effective management and development of the open space. Our partners in this goal include:

- Quadron Services Limited;
- Parks Constabulary;
- Local Metropolitan Police Beat Manager;
- Safer Neighbourhood Teams.

Collaborative partnerships between service providers, enforcement agencies and customers is very important for the continued effective management and enjoyment by all of our open spaces.

Maintenance work is undertaken all year round to ensure that site is kept clean and safe. Contact information is available on the notice boards and Grounds Maintenance Staff are able to respond quickly to any relevant safety issues arising.

6.2.2 Inspection Regime

Inspections and monitoring is a collective responsibility. Parks Constabulary, Service providers, Local community, and the Small Works Team all report any issues to the relevant council department. Grounds Maintenance Monitoring Officers perform more formal inspections of the site on a regular basis.

More systematic inspection of the open space is by Grounds Maintenance Monitoring Officers who assess Norland North on a monthly basis as part of the service's Key Performance Indicator reporting. This is an assessment of the contractor Quadron Services Limited, performance against the specification of the Grounds Maintenance Contract. The condition of seats, litterbins etc is undertaken on a daily basis by Parks Constabulary.

(See Inspection and Maintenance Regime – Appendices 1 & 2).

Unsafe facilities are repaired or replaced immediately to ensure user safety and discourage vandalism. Quadron Services Limited are contracted to report defects on a weekly basis.

6.2.3 Signage

Signage is an important tool for communicating to the public and sharing information.

There is signage installed at Norland North entrances and within the open space mostly to ensure safe and responsible use of the open space: They outline the open space do's and don'ts (Bylaws) such as keeping the open space tidy and the requirement that square users use the bins dog bins provided. The Parks Constabulary contact details and other relevant services are also displayed.

6.2.4 Dogs

Dogs and dog owners are an important part of the park community as dogs bring life and energy to a park and their owners provide surveillance during early mornings and late evenings. It is extremely important, however, that dogs are controlled in the open space as they can also cause problems if their owners are irresponsible.

The dogs are not allowed inside the Park except the Guide Dogs. There is a designated Dog Run next to the Park where the Owners can take their dogs.

The Park is a designated Dog Control Zone. The control of Dogs in the borough is the responsibility of the Parks Constabulary and Police. The following dog control orders took effect in Hammersmith and Fulham on 15 March 2007. Failure to comply with these orders will mean a £75 fine or prosecution.

- Fouling of Land by Dogs Order;
- Dogs on Leads by Direction;
- Dogs on Leads Order;
- Exclusion of Dogs Order;
- Maximum Number of Dogs Order.

Council Good dog guide:

It is essential that dog owners act responsibly by:

- Picking up after their dogs immediately. This is a legal requirement under the Dogs (Fouling of Land) Act 1996 which is now superseded by the Square is within dog control zone and Environmental protection act legislations
- Disposing of any dog mess in the dog waste bins provided, not in playground or litter bins.
- Keeping an eye on their dogs at all times, preventing them from causing a nuisance or entering spaces that are obviously not designed for them such as playgrounds and the community garden.
- Respecting other square users.
- Respecting the trees and equipment in the square, not allowing their dogs to maul or damage them.



Only guide dogs are permitted in Norland North Park

- The Parks Constabulary is responsible for the coordination of a proactive programme of dog education and enforcement with relevant agencies.
- Dog walkers represent 20% of visits to parks and open spaces across Hammersmith and Fulham. Therefore the safety of the open spaces users relies heavily on responsible dog owners and effective enforcement against dog fouling, irresponsible owners and dangerous dogs.

Borough Action for Responsible K9s

BARK is a multi-agency group which proactively tackles irresponsible dog owners.

BARK stands for Borough Action for Responsible K9s and is a joint project between the Council, H&F Homes, local 'Safer Neighbourhood' Police, the Mayhew Animal Home and the RSPCA. It is responsible for promoting responsible dog ownership in the borough and for tackling dangerous dogs.

BARK operates regular proactive patrols of the borough to educate the community on dog health and welfare, responsible ownership and dog related legislation. Council investigates properties where we have been made aware of a dog related welfare complaint or environmental concern such as fouling or noise or where we suspect a banned type dog is being kept.

6.2.5 Encouraging Healthy Lifestyles

Norland North provides limited opportunities for both informal sports and community gardening.

Active participation in sport, health and physical activity contributes to:

- Developing sporting, health and fitness skills for children young people and adults;
- The enjoyment of life in the borough;
- The health fitness and well being of our community.

Norland North is an important borough facility where Hammersmith and Fulham Council can promote healthy living through the practical gardening in the park as well as Queen Park Rangers Kickz program that is run in hard ball court



6.2.6 Tree management

Trees in the open spaces are one of the few locations where minimal intervention is advocated as trees should be encouraged to develop to maturity and have a natural canopy form.

Where management is necessary the priority for management of the borough's trees is public safety. Tree pruning, felling and planting will always be guided by the health and safety of the public, council officers and our contractor's employees.

Management of the tree population (the number, density, species choice and location) is important to ensure the safety and perceived safety of square users (e.g. trying not to obscure lamp columns or obstruct emergency access routes.)

The open spaces trees are inspected on a three year cycle however this limited to high priority areas such as trees adjacent to highways or pathways, tree next to structures or high usage areas.

The management of individual trees is also important to ensure the safety of the public (e.g. checks are made to ensure they have no major defects such as fungal decay that might cause structural failure of the trunk or branches).

During storm conditions the Square is usually closed to prevent public access for safety reasons.

Pruning of trees branches where these might obstruct the adjacent highway or paths and play areas within the squares is done routinely. Basal growth (tree shoots that grow at the bottom of some types of tree) is cut 3 times each year to help keep sight lines clear and to make it easier for pedestrians to pass.

Risk assessments are made by the Arboricultural Officer when specifying work and by the contractor before carrying it out.

During the year contractors will also carry out reactive works, which include urgent or emergency works e.g. as a result of tree or branch failure during storms. Our contractors Advanced Tree Services are on permanent call' 365 days a year, 24 hours a day, to cover incidents involving trees in squares.

6.2.7 Parks Constabulary

The team consists of one Inspector, 15 Constables and three Sergeants providing a uniformed patrol service for the borough's 54 parks, open spaces and cemeteries. The constabulary operates 365 days a year.

Patrolling starts at 8am daily and finishes at 12.30am during the summer months and at 10pm during the winter months.

The parks constabulary's duties include:

- locking parks
- dealing with fly-tipping in parks
- reporting crime within the parks
- detaining offenders
- assisting the Metropolitan Police at Fulham Football Club matches
- enforcing byelaws and the boroughs dog control orders
- security at park events such as fireworks, the University Boat Race and flower shows
- assisting with the Junior Citizens' Project
- attending park user group meetings
- lost property
- truancy patrols
- recovery of hypodermic needles
- recovery of stolen motorcycles
- securing the landing site for the Helicopter Emergency Service (HEMS)
- assisting the borough's emergency planning unit during major incidents such as major gas leaks and terrorist attacks.

Enquiries about our Parks Constabulary should be directed to:

Inspector Stan Davies

Address: 2nd floor, 77 Glenthorne Road London London W6 OLJ

Telephone: 020 8753 5999

Fax: 020 8753 1500

Email: parksconstabulary@lbhf.gov.uk

Head of Operations and Community Safety Unit

Claire Rai

Address: 2nd floor, 77 Glenthorne Road London W6 OLJ

Telephone: 020 8753 3154
Email: claire.rai@lbhf.gov.uk

For more information about parks in the UK visit:
http://www.direct.gov.uk/en/TravelAndTransport/ExploringtheUK/DG_064868

Constabulary Enforcement Activity in Norland North Open space

Norland North is a popular open spaces in the Borough and as such constabulary are directed to patrol there regularly although there has been 1 no incidents recorded at this location over the last 2 years.

LBHF Parks Constabulary Reportable Parks Incidents "Safer Parks Stats"			
PARK Name	2009	2010	2011
Bentworth Road	1	0	1
Bishops Park	18	11	14
Brook Green	9	9	5
Cathnor Park	6	4	8
Eel Brook Common	37	26	15
Frank Banfield Park	2	6	8
Furnival Gardens	12	5	12
Godolphin Road	0	0	3
Gwendyr Gardens	5	2	4
Hammersmith Park	17	14	21
Hurlingham Park	3	4	4
Lillie Rec	6	3	1
Marcus Garvey	9	1	3
Norland North	0	1	0
Normand Park	18	15	7
Parsons Green	4	1	2
Ravenscourt Park	24	32	28
South Park	6	5	6
Shepherds Bush Green	77	67	113
St Johns Church	0	1	0
St Pauls Open Space	8	4	1
St Peters Square	0	0	0
Starch Green	0	1	0
Wendell Park	4	3	2
Wormholt Park	11	18	11
William Parnell Park	2	5	2
Wormwood Scrubs	16	11	17
Margravine Cemetery	0	1	0
All crimes listed in parks above are those crimes that lead to a Police CAD number being generated.			

Table: Crime statistics for Parks across LBHF

The constabulary is taking a proactive role to minimise anti-social behaviour through addressing the root cause of problems and directing known offenders to social welfare support. The Constabulary maintains a close liaison with the local Safer Neighbourhood Team for the area and if specific information/intelligence is received from them, additional patrols can be directed to the square as required.



Photograph: Parks Constabulary local park Ambassador liaising with the Major

6.2.8 How our contractors manage safety

Quadron Services undertake the operational grounds management and maintenance of the Borough's squares and open spaces.

The Health and Safety at Work Act 1974 imposes a statutory duty on employers to ensure in so far as is reasonably practicable the health and safety and welfare of their employees whilst at work and any other person who may be affected by their business activities. It is therefore our policy to comply, through normal operational activity, with the 1974 Act, all applicable Regulations and other legal requirements relating to health and safety. QSL Health and Safety Policy (Appendix 7)

Health & Safety is amongst the measurable indicators of overall business performance, and our contractors will therefore constantly seek to improve their Health & Safety performance.

Employees also have a statutory duty to take care of themselves and others who may be affected by their acts and omissions. To enable these duties to be carried out, it is our intention to ensure that responsibilities for Health and Safety matters are effectively defined, assigned, accepted, understood and fulfilled at all levels within the council and users of our services.

The Company's Health & Safety Policy will be reviewed at least annually, and revised as and when necessary. All employees have a responsibility to comply with the provisions for the organisation and arrangements for health and safety as set out in the Company's Health & Safety Policy manual.

There has been no reported incidence of injuries or accidents report by our contractors or to the members of the public for this site.

6.2.9 Safety Information

Information for emergency contacts, public telephones, hospital, and local services is provided on the main open space signage.

Where there are any defects or dangerous structure the public will be informed by a public notice and area cordoned to prevent access or use if necessary.



6.2.10 Objectives

5. All open space facilities and features to be maintained providing a safe, secure and inclusive space.
6. Work with local residents, rangers, police and other stakeholders to increase informal surveillance of the square and enforce open space byelaws.
7. Address all safety issues promptly and effectively through timely monitoring and reporting.
8. Encourage responsible dog ownership through education, provision and maintenance of dog bins, and active enforcement by Parks Constabulary.
9. Enforce safe working practices to protect all open space staff and visitors.
10. Implement the Health and Safety Policy.

6.2.11 Management Actions

#	Description	When	Who	Budget (£000)	Source	Secured
Objective 5. All park facilities and features to be maintained providing a safe, secure and inclusive space						
9	QSL ongoing maintenance works in line with existing GM Contract Specification.	Ongoing	Park Ops	Yes	Revenue	Yes
10	Monthly performance inspection by Grounds	Monthly	Park Ops	Yes	Revenue	Yes

	Maintenance Monitoring Officers for KPI reporting.					
11	Inspections by Small Works Team.	Quarterly	Small Works	Yes	Revenue	Yes
12	Inspections of trees	Ongoing 3 year cycle	Arboriculture team	£30K borough wide	Revenue	Yes
13	Inspection of Playground and Hard Ball Court via external contractor Quarterly and QSL weekly	Quarterly	Parks Ops	Yes	Revenue	Yes
14	Audit of park facilities and features	Annually	Small Works	Staff Time	Revenue	Yes
Objective 6. Work with local residents, rangers, police and other stakeholders to increase informal surveillance of the park and enforce park byelaws.						
15	Establish contact with new estate residents association and discuss creation of new Friends of Norland North Park group.	Feb 2012	Parks Dev / QSL	Officer Time	Revenue	Yes
16	Encourage use of GreenSTAT to gather information about issues in the park.	Feb 2012	Parks Dev	£0.5k	Capital	No
Objective 7. Address all safety issues addressed promptly and effectively through timely monitoring and reporting						
17	Use of CONFIRM system to record and allocate reported safety issues within the park to relevant officer to rectify.	Ongoing	Parks Ops	Staff Time	Revenue	Yes
18	Quadron Services Limited H&S reporting of incidents as and when and depot H&S inspection.	Ongoing	Parks Ops / QSL	Staff Time	Revenue	Yes
19	Ensure complaints are addressed promptly.	Ongoing	Parks and Rec	Staff Time	Revenue	Yes
Objective 8. Encourage responsible dog ownership through education, provision and maintenance of dog bins, and active enforcement by Parks Constabulary;						
20	Talk to Estate Residents Association to host responsible dog awareness campaign with BARK on the estate.	2012	Park Ops	Staff Time	Revenue	Yes
Objective 9. Ensure safe working practices to protect all park staff and visitors						
22	Safety Review of all vehicles and plant used by contractors	Annually	Parks Ops	Staff Time	Revenue	Yes
23	QSL to work within GM contract specification and existing in house H&S policies.	Ongoing	Parks Ops	Staff Time	Revenue	Yes
Objective 10. Implement the Health and Safety Policy						
24	Review all staff training and update as necessary.	Annually	Park Ops / QSL	Contract	Revenue	Yes

6.3 A Well Maintained and Clean Open Space

For aesthetic as well as health and safety reasons issues of cleanliness and maintenance must be addressed, in particular:

- *Litter and other waste management issues must be adequately dealt with;*
- *Grounds, buildings, equipment and other features must be well maintained; and*
- *A policy on litter, vandalism and maintenance should be in place, in practice and regularly reviewed.*



Photograph: Norland North Open Space

6.3.1 Background and Issues

In order to keep abreast of community views about Norland North toward the management and maintenance of open spaces Hammersmith and Fulham council carried out a major review of the parks and open spaces service in 2006/07 and updated the 1998 resident survey in 2008. Also, the Grounds Maintenance Operations contract was market tested during 2007. Quadron Services won the tender to supply Grounds Maintenance Services to the Borough's park, open spaces and cemeteries in 2007.

6.3.2 Inspection and Maintenance operations

To ensure that Norland North maintains its high standard of grounds maintenance the site has its own work plan. These activities are summarised in the Maintenance Schedule in Appendix 2.

Routine inspections specifically to address site is safe, secure and tidy is undertaken by the Constabulary. Our contractors and Park Staff are directly responsible for a wide range of maintenance and horticultural operations in the square.

The ground maintenance contract specification also provides a comprehensive and detailed description of the tasks and expected quality of services for maintaining all of the council's open space.

6.3.3 Confirm Infrastructure Management System

To assist in the management of the grounds maintenance contract, the council uses an integrated computer software called CONFIRM that is also used to centrally gather information from other services in the council and track issues. Our Grounds Maintenance Team uses CONFIRM for asset and maintenance management particularly to manage maintenance activities, tree work programmes and track customer feedback.

CONFIRM improves service delivery by allowing customers (in this case squares visitors) to log a maintenance or safety issue (e.g. litter, unsafe tarmac surface, dog mess etc) on Hammersmith and Fulham's website, by phone or by email. The system assigns the issue a job number and assigns the task of rectifying the issue to the appropriate council officer. This is known as a confirm enquiry (an example is displayed in Figure 6.1 below). The Enquiry is closed when the job has been completed.

The system is excellent for ensuring complaints and maintenance issues are logged and followed up. Subsequent monitoring of the system allows Parks and Recreation to monitor the type, location and frequency of maintenance issues and complaints. This can help to inform the deployment of resources.

The screenshot shows the CONFIRM software interface for a job enquiry. The main form is titled 'Job' and contains the following fields:

- Job Number:** 10001
- Placed on W.O.:** HW01/10001
- Current Status:** Committed
- Site:** Abbey Road
- Asset Id:** 3001000
- Asset No.:** 3.00 (Traffic Sign-Regulatory)
- Description:** damaged sign: remove, sign, replace and resite next to lamp column
- Work Location:** outside no 1
- Priority:** Non Routine Maint - 1 month
- Price Factor:** Reactive Maint (Non Routine)
- Start Date:** 00/00/0000 00:00:00
- Est. Completion:** 03/01/2001 10:55:05
- Cost Code:** HWB010
- Customer:** Planning & Transportation (Hwy)
- Pref. Contr.:** HW01
- Status:** 0400
- Officer:** SBS
- Estimated Value:** 55.49
- Actual Completion:** 00/00/0000 00:00:00

Below the main form, there are two sections: 'SOR Items' and 'Status Log'.

Job Item No.	SOR Item Code	SOR Item Name	Item Quantity
10	02.20545	Transport any items to and/or from Council depot or other store within a 10 km radius when directed by the Engineer.	1.00
20	30.10505	General Operative on County and Trunk Roads: Monday to Friday; normal working hours.	1.00

Figure 6.1 Example Confirm Enquiry Form

6.3.4 Litter and Waste Management

Norland North is used extensively by a variety of groups and individuals. Litter is a serious management issue, especially during the weekend when the square is not staffed. A quality standard has been set in the grounds maintenance contract specification which is based on the Environmental Protection Act grades and also provides response times to return a site to acceptable standards.

Aside from the EPA standards, Litterbins are emptied on a daily basis by 10am and are not permitted to remain filled for more than 24 hours by Quadron Services. Quadron staff also litter pick across the square. The Parks and Recreation service work closely with the Constabulary and Communications team to educate, inform and enforce the council's litter policies.

Managing dog waste is also a significant issue across the borough's park and open spaces. Dog bins are emptied by Quadron Services and regular inspections address the disposal of stray dog waste.

Sustainable waste management is a high priority for the Council and Norland North has a role in demonstrating its feasibility across the parks and open space network.

A community green waste facility operates on site.

6.3.5 Graffiti

All graffiti whether reported by the public or by council officers is actioned by the Cleaner Greener team who will remove offensive graffiti within 24 hours and other less offensive within 72 hours. There is a hotline advertised on site and information to report all issues on the park entrance signage.

6.3.6 Flyposting

Unauthorised flyers advertising commercial and community events and services regularly appear tied to railings and attached to trees. This practice is unsightly and contributes to a sense of clutter and untidiness in the open space. Unofficial notices will be removed immediately by Parks Constabulary and Quadron who regularly visit the site.

In order to reduce the prevalence of fly posting the Park and Recreation Service has designed a new temporary notice holder for official notices of works, events, meetings and warnings.

Also, the new main entrance signage has notice cabinets available for community groups to publicise their activities.

6.3.7 Buildings and Assets

There are a range of assets in the open space and buildings all of which are managed and maintained by the council. The council is currently reviewing all buildings within the open space to assess their need.

All assets have been surveyed and registered on the council's EGIS system which provides accurate description of each asset and location which enables it to be identified for maintenance.

In addition the council is currently developing a comprehensive asset management plan that will guide future maintenance programmes and include full life –cycle management and costs.

6.3.8 Small Works Team

In addition to the grounds maintenance contractor, the council employs directly staff that have responsibility for minor repairs and maintenance which includes buildings and furniture in the open space. This team also provide a rapid response for emergency repairs and making site safe.

6.3.9 Objectives

11. Ensure high standards of maintenance for play areas, tennis courts, lawns, bedding areas, trees and shrubs, user facilities and square features.
12. Provide adequate facilities for the disposal of visitor's rubbish and dog waste.
13. Discourage vandalism and graffiti through education, innovative design of facilities and building community alliances.
14. Develop a proactive approach to managing hard assets
15. Monitor the maintenance programme to ensure improvements can be celebrated and weaknesses addressed.

6.3.10 Management Actions

#	Description	When	Who	Budget (£000)	Source	Secured
Objective 11. Ensure high standards of maintenance for play areas, lawns, bedding areas, trees and shrubs, user facilities and park and water features.						
25	Put in place contract for external play area inspection	2011	Parks Dev	£15K	Revenue	Yes
26	Further develop annual maintenance programme for Quadron	2012	Parks Ops	Staff Time	Revenue	Yes
Objective 12. Provide adequate facilities for the disposal of visitor's rubbish and dog waste.						
27	Review waste management including provision of recycling and dog waste bins on site.	2012-14	Parks Ops	Officer Time	Revenue	Yes
28	Encourage visitors reduce litter dispose on site through marketing campaign	2012	Park Ops / Events		Revenue	Yes
Objective 13. Discourage vandalism and graffiti through education, innovative design of facilities and building community alliances.						
29	Ensure Parks Constabulary attend new Residents Association meetings.	Feb 2012 onwards	Parks Dev	Staff Time	Revenue	Yes
30	Organise more high profile anti-graffiti campaign and improve response time to remove graffiti	2012	Parks Dev	Staff Time	Revenue	Yes
Objective 14. Develop a proactive approach to managing hard assets						
31	Implement asset management plan through better life cycle management. Carry out Assest Condition Survey on site	Complete	Small Works Team	Staff Time	Revenue	Yes
Objective 15. Monitor the maintenance program to ensure improvements can be celebrated and weaknesses addressed.						
32	Grounds Maintenance monitors to review Quadron Service Contract. QSL Development Manager to attend new Residents Association Meetings	Feb 2012 Onwards	Parks Dev / QSL	Staff Time	Revenue	Yes

6.4 Achieving Sustainable Spaces

Methods used in maintaining the green space and its facilities should be environmentally sound, relying on best practice according to current knowledge. Management should be aware of the range of techniques available to them, and demonstrate that informed choices have been made and are regularly reviewed. Specifically:

An environmental policy or charter and management strategy should be in place, in practice, and regularly reviewed;

- *Pesticide use should be minimised and justified;*
- *Horticultural peat use should be eliminated;*
- *Waste plant material generated in the square should be recycled;*
- *High horticultural and arboricultural standards should be demonstrated; and*
- *Energy conservation, pollution reduction, waste recycling and resource conservation measures should be used.*



Photograph: Norland North – QSL staff recently mulching bed Feb 2012 for In borough Green Waste facility.

6.4.1 Background and Issues

Policy Context

Parks are the lungs of urban developments. They play a key role in many aspects of sustainability issues. Many of Hammersmith and Fulham's environmental policies with regard to protecting local biodiversity, amenity, air, soil and water quality are contained within H&F Unitary Development Plan and the future Local Development Framework. However, Hammersmith and Fulham's corporate vision underlines the importance of environmental sustainability in the achievement of the Council's wider objectives which are based on the principles of Reduce, Re-use Recycle and to deliver our Biodiversity Action Plan.

As the ground maintenance for Norland North is outsourced most of the implementation of our sustainability policies are built into the contract for Quadron. They were chosen as borough's contractor for their similar attitude to sustainability. They are ISO 14001 accredited organisation which assures us compliance to an approved environmental management systems.

6.4.2 Pesticide and Peat Use.

Council or its contractors do not use peat based products on the grounds maintenance contractors. It sources all bedding plants and compost that are verifiably peat free.

We have adopted a policy to reduce the use of pesticides in the maintenance of all squares and open spaces has been adopted.

In keeping with LBHF's aspirations to reduce the use of chemical treatments and to achieve Green Flag status alternative methods of weed and pest control is used where possible.

The aim is to reduce reliance on chemicals by adopting more ecologically sound methods of pest, disease and weed control. While chemical pesticides may be successful in the short term they can cause more problems than they solve. Using chemicals is becoming increasingly ineffective and inappropriate for a number of reasons. For example, most pesticides also kill beneficial natural predators which would otherwise eat pests and keep their populations under control. Pests have also become resistant to some pesticides. Chemicals can cause environmental and human health problems.

The use of pesticides has been significantly reduced from all areas of the open space. Cultural methods have significantly reduced weeding by hand weeding, hoeing and mulching within the Square areas. (Pesticide Reduction Policy Appendix 14)

Chemical treatment for pests and diseases should be the last resort. However some noxious weeds are best managed by chemical treatment to minimise their potential to cause more serious impact such as Japanese Knotweed where controlled and regulated management is required.

The council is currently putting in place a target for an annual 10% reduction in volume of pesticides used over the next 5 years for all contractors which will be closely monitored as all chemical treatment require authorisation from the client.

It is important to prevent pest outbreaks rather than treating them as they occur. Plants need to be maintained at peak health, as stressed plants can easily succumb to pests. Many alternatives to chemical control are simply good gardening practice.

6.4.3 Pests and disease

Selecting appropriate plants that are suitable to both soil and climatic condition significantly reduces incidences of pest and disease. Choosing native plants that have greater natural resistance is also beneficial to the areas biodiversity and limits usage of pesticides or herbicides.

6.4.4 Biological control

Encouraging natural predators and parasites, either alone or integrated into pest control programmes, can prove an effective method of controlling or avoiding pest and disease attack. We encourage biological control through using leaf piles left on site to encourage predators that will help keep pests under control.

6.4.5 Weed control

Generally good regular ground cultivation should be used in preference to chemical herbicides for weed control. In all weed situations it is important to tackle the problem before heavy infestations develop. Equally important is the removal of weeds before seed dispersal. The application of weed killers should be reserved only for real problem situations and the manufacturer's recommendations strictly adhered to.

Annual weeds are easily destroyed by hoeing whilst they are very young and the soil is dry, often perennial weeds such as couch grass and ground elder can be eradicated by forking out, eliminating the need to resort to chemicals.

Keeping mulch topped up is also vital in the fight against weeds, which is generated from central Green Waste store at Wormwood Scrubs (See Green Waste Recycling Appendix 10)

6.4.6 Arboriculture

Trees in Parks and open spaces are important and their benefits are widely known and listed below:

- Help to create a character of site contributing to local distinctiveness and the visual amenity
- Ameliorate environmental extremes by reducing air temperature in summer and increasing air temperature in winter as well as its quality. This lintercepts rainfall, slow run-off and reduces the risk of floods.
- Play a crucial role in sequestering the atmospheric carbon dioxide that fuels global warming.
- Encourage wildlife and used as an educational resource
- Provide shelter and shade for square users and are often the largest trees in neighborhoods.
- May have historic or commemorative value.
- Improve mental and physical health.
- Increase the value of adjacent property (i.e. House prices can be between 10 to 25% higher when near a square).

6.4.7 Tree Policy and management

The management of the trees takes into account national and local government policies that relate to trees and adheres to legislation affecting trees such as the Highways Act, the Town & Country Planning Act and Health & Safety at Work Act. More information See Section 6.2.8.

Policy and principles have been developed to guide the management of trees throughout LBHF:

Tree Policy

- Maintain the existing tree cover in park and open spaces.
- Plan for the replacement of old trees with new tree planting.
- Where appropriate increase tree cover with new tree planting to provide trees for the future.
- Recognise that trees in squares are a valuable wildlife habitat and ensure that tree management contributes to biodiversity.
- Ensure that trees are considered as part of development proposals in squares, or when management plans are created or reviewed, to reflect the importance of trees within the squares.

Trees are important to the character of the borough's parks. Therefore removal is only an option if it is dead, diseased or dangerous. During new planting schemes we make it a priority to replace these trees.

Some Trees are mature and have trees which will soon need replacing. We will be reviewing our tree stock replacement plan to ensure that there is continuity of trees in the Square.

6.4.8 Biodiversity and Environmental issues

Parks and green spaces offer people the opportunity to interact with the outdoor and natural world, and LBHF works to manage its squares sustainably and in line with the needs of people and wildlife.

Biodiversity is taken into account at the design stage of any squares improvement schemes.

Where appropriate we will try and increase the diversity of varieties to provide greater interest and wider habitats for wildlife. The immediate environment, landscape and soil conditions are also taken into account. Native species will be used where appropriate.

We do not prune trees unless strictly necessary and we time tree work to avoid disturbing wildlife particularly in the bird nesting season (i.e. we undertake no tree work from March to June.)

The resident group actively introduce new tree planting on a regular basis St Peter's Square, which will provide continuity of our tree stock.

6.4.9 Air Quality Action Plan

Action Plan Measure 26. of the Air Quality Action Plan 2002-2005 states:

Trees in open spaces help to reduce particulate pollution and we will promote the use of trees to help improve local air quality.

6.4.10 Biodiversity Action Plan (BAP)

The BAP provides strategic directions for protecting and improving biodiversity and conservation in the borough. Norland North has no official SINC designation but hold great potential locally in an area of green space deprivation. The Biodiversity Action Plan 2004-2006 states that the adjoining nature of trees in squares creates a series of linked habitats.

It refers to how management techniques affect habitats and species and recommends:

- Carrying out pruning outside of the breeding season;
- Not using chemical pesticides which pose a threat to non target species;
- Carrying out a programme of tree planting to provide trees for the future, taking advantage of the fact that squares offer opportunities to grow larger species and trees from a wider variety of families
- Using consultants to carry out a comprehensive tree survey (including details of their amenity value.)

6.4.11 Local Development Framework (LDF)/Unitary Development Plan

The LDF has recently superseded the UDP policy but retains the goals to enhance and improving our green spaces as an organisation. This will govern strategic planning for achieving these goals across the council. Please refer to the Council's LDF for further details.

6.4.12 Green Waste Recycling

Off site Green Waste Composting at Wormwood Scrubs (See Appendix 10)



Photograph: On site / Wormwood Scrubs

6.4.13 Sustainable use of Vehicles and Machinery

Vehicle use in Norland North is kept to a minimum. All machinery is used correctly and is maintained to a very high standard in line with QSLs commitment to ISO14001 AND ITS Environment and Sustainability Policy (Appendix 8). The council also encourages the contractors to use plant machinery and vehicles to use energy from sustainable sources. Many of the Smaller vehicles are powered using electricity, which has lower carbon emissions. Quadron use category 4 diesel engines on our vans and we use a tracker system on each vehicle so we can monitor usage and best practice

Replacement of park furniture and fixtures is made from sustainable and recycled resources where available. The emphasis is on maintaining existing facilities to a high standard to avoid waste. Water, electricity and gas bills are closely monitored to ensure leaks and efficiencies are addressed promptly.

6.4.14 Environmental procurement

The council promotes financial procurement and seeks suppliers who reduce the global environmental footprint and affiliated with accredited schemes such as Forestry Stewardship Council and Fairtrade.

6.4.15 Water Management

Norland North use of water is minimal. It has no formal seasonal bedding, or water features that are high consumers of water.

Irrigation is also kept to the very minimum.

All standpipes and other associated water pipes are regularly inspected for leakage. All standpipes are capped over the winter to prevent damage caused by extreme cold weather conditions.

6.4.16 Objectives

16. Ensure environmental policies are in place, implemented and reviewed annually.
17. Minimise on site pesticide use.
18. Recycle all green waste.
19. Review the use of energy, water and other materials on site.

6.4.17 Management Actions

#	Description	When	Who	Budget (£000)	Source	Secured
Objective 16. Ensure environmental policies are in place, implemented and reviewed annually.						
33	Update LBHF Biodiversity Action Plan and implement key Habitat and Species site specific plan for Norland North Park.	2011-13	Parks Dev / BAP Group	Staff Time	Revenue	Yes
Objective 17. Reduce on site pesticide use						
34	Agree and implement 10 % reduction of pesticide use and monitor implementation.	Complete Annual review	Park Ops / Quadrant	Staff Time	Revenue	Yes
35	Ensure all mulching of site is completed from Wormwood Scrubs Green Waste facility.	March 2012	Park Ops	Staff Time	Revenue	Yes
Objective 18. Recycle green waste						
36	Review use of recycle bins during peak season at other parks	2010-12	Parks Ops / Waste	Staff Time	Revenue	Yes
37	Where possible wood from arboriculture works are chipped on site for mulching	2011 onwards	Park Ops / Arb / QSL	Staff Time	Revenue	Yes
38	If the opportunity were to arise we would like to retain standing dead wood for wildlife habitat and to create sculptures within the park.	2011 onwards	Park Ops / Arb / QSL	Staff Time	Revenue	Yes
Objective 19. Review the use of energy, water and other materials on site.						
39	Audit of resource consumption particularly building utilities / vehicles by QSL (ISO 14001 commitment)	Annually	Park Ops / QSL	Officer time	Revenue	Yes

6.5 Conservation and Heritage

Particular attention should be paid to the conservation and appropriate management of:

- *Natural features, wildlife and flora;*
- *Landscape features; and*
- *Buildings and structural features.*
- *These features should serve their function well without placing undue pressure on the surrounding environment.*



Photograph: Norland North – Conservation of Nature

6.5.1 Background

Hammersmith and Fulham Council recognises the importance of conservation and heritage for green spaces to people living in the borough and pursues policies to protect sites of interest from development, and manages its open spaces with nature conservation and preservation of historic buildings and features in mind.

In terms of wildlife and conservation value, Norland North is important for its size and equally important for its heritage value but is an integral character of the local area.

6.5.2 Heritage of Norland North Open Space

Edwards Woods Estate with its 900 flats in high and medium rise concrete blocks is the typical post war 'concrete complex' a modernist estate built in the hope of elevating social conditions through building upwards.

The Estate is in the middle of a £12.2 million pound integrated renewable face lift of the existing 3 tower block that over look Norland North.



Picture: Proposed restoration of the 3 1960s towers on Edwards Woods estate that overlook Norland North.

6.5.3 Ecology and conservation

As with most open spaces, Norland North is invaluable habitat with variety of local important resource for fauna and as part of the environmental corridor that open spaces provide across the borough and regionally.

Areas where the ecological value of the open space has been improved include:

- Planting more native trees along the St Peter's Square Club boundary
- More native under planting to increase habitat and feeding opportunities for birds and insects.
- Introduce more Bird and bat boxes.

There have been numerous improvements to the ecology of the square already. Opportunities for future improvements to the square ecology include:

- Maintaining tree cover in accordance with the tree management and replanting strategy.
- Increasing community awareness of ecological issues using interpretation signs.
- Continuing to reduce reliance on chemical herbicides and pesticides and using more ecologically sound methods of control.
- Making leaf piles that can be used for compost. It is suggested these might be located under mature trees.

6.5.4 Management of Trees

Trees in the borough's parks and open spaces are managed by the Arboricultural Section of the Highways & Engineering Division (Environment). This subject is also covered in detail in Section 5 for reference)

The open space has many trees of interest These provide the main structure and form of the open space giving it its unique character that users are familiar with today.

This open space is the only open space in the borough with the following trees:

- *Acacia baileyana* 'Purpurascens' (Australia)
- *Campsis radicans* (USA)
- *Indigofera tinctoria* (Africa, Asia)

And is the only other park outside of Bishop's Park to have:

- *Sequoiadendron giganteum* (USA)

6.5.5 Built environment

The mixture of 1960 high and medium rise concrete complex modernist estate

6.5.6 Objectives

- 20. Protect and enhance the biodiversity value of Norland North Open Space.
- 21. Conserve the historic character, design, layout and relationship to surrounding environment.
- 22. Educate the public on the habitats, species and features of the nature conservation area around the open space.

6.5.7 Management Actions

#	Description	When	Who	Budget (£000)	Source	Secured
Objective 20. Protect and Enhance the Biodiversity value of the park.						
40	Implement and update the BAP for the borough as a whole and ensure this is being implemented within the park.	2011-12	Parks Dev / BAP Group	Officer time	Revenue	Yes
41	To promote biodiversity and nature conservation with more native planting and or sympathetic management of the existing landscape.	2012	Parks Dev	Officer time	Revenue	Yes
42	Encourage species at risk such as stag beetles by setting more log piles.	2012	Parks Ops	£1K	Capital	Yes
43	Conduct full ecological survey of fauna and flora.	2011-12	Parks Dev	£10K	Natural England	No
Objective 21. Conserve the character, design, layout and relationship to the surrounding environment.						
44	To ensure any new planting is sympathetic to the surrounding environment of the park and is in keeping with the existing structure of the park	Ongoing	Parks Dev	Officer time	Revenue	Yes
Objective 22. Educate the public on the habitat, species and features of the nature conservation area of Norland North OS						
45	Improve publicity of local environmental initiatives in or around Norland North OS	Ongoing	Parks Dev	£1k	Revenue	Yes

6.6 Community Involvement

Park management authorities should actively pursue the involvement of members of the community, with representation of as many square user groups as possible. Management should be able to demonstrate:

- *Knowledge of the user community and levels and pattern of use;*
- *Evidence of community involvement in square management and / or development and results achieved; and*
- *That there are appropriate levels of provision or recreational facilities for all sectors of the community.*



Photograph: Third Sector Partners Groundwork and Quadron Services GREEN TEAM hit squad working to improve estates and parks in Hammersmith.

6.6.1 Background and Issues

The open space is a well-loved popular community asset and local residents as well as users are actively involved in continuous improvement of the site.

Recent resident surveys (GreenStats) highlighted that residents were most satisfied

6.6.2 Community involvement

The community has been involved in the development of the open space. The community's continued involvement is essential to ensure it remains a popular destination by those who use it.

The community must remain involved through:

- The provision of information to them about activities, features and ways to get involved.
- The provision of information to users about changes in the square or to management strategies that might effect them.
- The involvement of members of the community who represent as many square user groups as possible.
- The development of community partnerships through outreach, events and volunteering programmes encompassing local schools, community groups and businesses.

- Continued to develop a formal Friends Group to pro-actively create a cohesive group, representative of the local population.
- Active promotion of the use of the square as a community, educational, ecological, sporting and recreational resource for the whole community.
- A customer focused quality open space service.
- The development of regular events for and with the community.

6.6.3 Stakeholders and Volunteers

Norland North is a well-used community facility that provides opportunities for local people to take part in a number of open space activities. The support of local people, user groups, partners and other stakeholders is recognised by the Council as fundamental to the success of the facility as a safe, healthy, clean and sustainably managed open space.

Edward Wood Estate Resident Group is the principal stakeholder group for this site. It is a well established group who have been the focal point for community engagement in the square.

Apart from that while the Open space was being developed, then there were two Groups actively involved in it, namely Parks Sub group & Youth Sub group. The consultation were carried out by Groundwork.

There are also other stakeholders and volunteers in the Norland North Open Space area who are also involved (directly and indirectly) in the use, management and promotion of the Square. Hammersmith and Fulham is seeking to further develop partnership opportunities including:

- National, regional and local Parks and open spaces, environmental and heritage agencies;
- Development organizations and agencies;
- Funding Agencies;
- Other Friends Groups;
- Local ward councillors;
- Recreational and Sports Organisations;
- Educational establishments including schools;
- Local businesses;
- Community and voluntary groups, particularly those for and representing children and young people, older people, the disabled and ethnic minorities;
- Police and community Safety Agencies.

6.6.4 Management of Stakeholder Groups

Until recently Parks and Open Spaces have been a focus for a number of formal and informal groups including Residents Associations (representing residents in defined streets or a geographical area) and Amenity Societies (interested in the borough's built heritage and natural features).

Although this has remained the case with Norland North, the council is very supportive of this group in its current format as it very much typifies the aspiration for stakeholder groups:

1. Inclusive and representative – welcomes all users
2. Participatory – volunteers in community gardening
3. Self sufficient – supports its own activities

In 2009 the Parks Development Team has been working with the local community and existing groups to formalise Friends of Park Groups at key sites which if appropriate this site will to adopt. There are currently 17 such groups across the borough.

A model constitution has been developed and Friends Groups work, through a volunteer working group, adapt the document to the groups needs. The constitution assists the group in defining their objectives, membership and how the group will be administered.

Alongside the constitution is a Memorandum of Understanding between the Council and the Friends Group. This important document is signed by the Council and Officers of the Friends Group and outlines the working relationship between the Council and Friends Group. Friends Groups are guaranteed two site walkabouts to discuss operational issues and two evening meeting to discuss strategic and wider issues each year as well as other in-kind support.

LBHF Parks Development Team will be working with the existing Edwards Woods Estate Residents Association to establish a formal Friends of Norland North Park during 2012.

6.6.5 *Friends of Parks Forum*

A dedicated forum to encourage closer working relationships between the other various park and open space user groups has been established. This will hopefully enable more sharing of best practise amongst friends groups as well as greater strategic development of common policies and management of borough wide issues.

The first Friends of Parks Forum was held in November 2009 and since then the LBHF have been working with Groundwork London to help develop a friendsof.org.uk web portal to help park friends share experiences and good practice and communicate with a wider audience see (Appendix 9)

6.6.6 *Park User Consultations*

The management plans have been derived from the Park Resident User, MORI Poll surveys conducted and comments received by local residents. We consider management plans as live documents which will be updated annually to measure achievements against targets.

The Parks and Culture Division works closely with the Arboriculture Officers to play inspirational and proactive role by using trees and woodland as an important educational resource for local communities and children.

The council consult the community in a variety of ways including carrying out events where people can contribute ideas for planting and encouraging people to contact us by letter, telephone or email to discuss any tree issue.

We encourage people to use an online reporting system to report a problem with a tree in a square or make a request for tree work or tree planting.

We are seeking to organise regular guided tree walks in all of our parks and open spaces. Signs, leaflets and other interpretative material are used to inform the public matters relating the Square. Where appropriate newspapers and websites provide a useful tool for more borough wide coverage.

GreenSTAT

In addition to the Resident Survey the Parks and Recreation team also use a visitor survey system of parks and green spaces known as Greenstat. Greenstat is a comprehensive survey system for parks and green spaces, examining the nature of people's visits, their perceptions and satisfaction.

Develop and managed by parks charity GreenSpace, GreenSTAT allows people to comment on either their whole parks service or any individual square or green space.

Respondents can complete a questionnaire online at www.greenstat.org.uk

Alternatively, the Parks and Recreation service can distribute hard copy questionnaires in their local areas, or use them for on-site and off-site interviews.

Feedback and Complaints

The council is aware that there will be occasions that general enquiries and feedback is essential process of ensuring services and facilities meet public expectation. The council has recently restructured its services with an emphasis on putting 'Residents First'.

There is a dedicated centralised call centre and enquiries are directly forwarded to the relevant section. All square enquiries and complaints are answered promptly by the responsible officer within 15 working days.

1. All correspondence should be directed to parks@lbhf.gov.uk
2. Residentservicescomplaints.gov.uk
3. Telephone 020 8753 3226

6.6.7 Objectives

23. Work closely with existing stakeholders and partners to address local residents' needs, aspirations and concerns and encourage a sense of ownership.
24. Identify potential users and encourage them to participate in the development and management of the square.
25. Consult the wider Hammersmith and Fulham community about future plans, proposals and current projects in the square.
26. Provide support to the Friends of St Peter's Square to ensure successful grant applications for improvements.
27. Foster closer relationships with local schools and institutions.
28. Encourage a complementary working relationship between the council and community volunteers.

6.6.8 Management Actions

#	Description	When	Who	Budget	Source	Secured
Objective 23. Work closely with existing stakeholders and partners to address local residents' needs, aspirations and concerns and encourage a sense of ownership.						
46	To develop a Friends Group for the park working closely with Edward Wood Estates Resident Association	2012	Parks Ops	Staff time	Revenue	Yes
47	Council officer attendance at Stakeholder Group meeting to develop closer working relationship in maintaining and developing the park.	Bi annual	Parks Dev	Staff time	Revenue	Yes
Objective 24. Identify users and encourage them to participate in the development and management of the park.						
48	Advertising of Stakeholder groups within the park, local press and well as council and external websites to	Ongoing	Parks Dev	Staff time	Revenue	Yes

#	Description	When	Who	Budget	Source	Secured
	promote local community involvement in the park.					
Objective 25. Consult the wider Norland North OS community about future plans, proposals and current projects in the park						
49	Advertising parks improvements within the park, local press and website including how to provide feedback and comments.	Ongoing	Parks Dev	Staff time	Revenue	Yes
50	Mailshots to local residents within the immediate area of the park.					
51	Work with the Resident Associations, their membership and contacts to consult with the local community.					
Objective 26. Provide support to Friends of Norland North OS to ensure successful grant applications for improvements.						
52	Work with stakeholder groups to support their grant applications .	As required	Parks	Staff time	Revenue	Yes
Objective 27. Foster closer relationships with local schools and institutions.						
53	Develop more formal collaboration with local schools for environmental learning on site	2012	Parks Dev	Staff time	Revenue	Yes
Objective 28. Encourage a complementary working relationship between the council and community volunteers.						
54	Develop a framework agreement for volunteers using resources and facilities in the park.	2012	Parks Dev / QSL	Staff time		
55	Develop new ways of promoting and supporting volunteer work days with Quadron Services Ltd, Groundwork, and volunteers	Ongoing	Parks Dev	Staff time	Revenue	Yes
56	Develop a more formal Friends Group and adopt MOU – through annual review of Groups constitutions.	2012	Parks Dev	Staff Time	Revenue	Yes

6.7 Marketing

Is there:

- *A marketing strategy in place? Is it in practice and regularly reviewed?*
- *Good provision of information to users e.g. about management strategies, activities, features, ways to get involved? and*
- *Effective promotion of the square as a community resource.*



*Marketing Events through
Edward Woods Estate News*

Photograph: Marketing opportunity for the Norland North Open Space.

6.7.1 Background and Issues

Norland North is currently promoted, along with the borough's other parks and leisure facilities, through the various council initiatives including signage outside the open space, pamphlets for potential users, events calendar, and information on the council website.

Word of mouth is also important. Marketing of the square currently concentrates on effective signage leading potential users to the square and the promotion of specific events and sports facility availability. A Marketing Strategy is being developed to address the effective marketing of all Parks and Recreation Grounds in the borough. It's implementation specific to Norland North will be reviewed and implemented in conjunction with this Management Plan.

6.7.2 Events and activities

The open space hosts the following events in 2011:

- Edward Woods Estate Fun day
- QPR Kickz youth coaching
- Edward Woods RA planting event

Other informal activities are also organised by local residents.

6.7.3 Signage and Information

LBHF uses Estate notice boards, parks notice boards and leaflet circulars to Communicate with Edward Woods Estate residents

6.7.4 Marketing and Communication Plan

The Parks Marketing and Communication Plan is available from H&F Parks and Recreation. Key objectives of the plan are:

- To increase usage of H&F's Parks and Open Spaces by providing timely and accurate information about Parks and open spaces, their features and facilities and management;
- To effectively advertise events in H&F's Parks and Open Spaces and attract other activities appropriate to the Square and surrounding community;
- To promote positive news about the Parks and open spaces to a wide audience;
- To ensure all parks staff and volunteers receive adequate marketing training;
- To regularly review customer satisfaction with the condition of sports pitches, and facilities within H&F's Parks and open spaces.

6.7.5 Objectives

29. Develop and implement Borough Wide Parks Marketing Strategy
30. Provide information about the square in a variety of media both on and off site
31. Actively promote the features and facilities of the square and encourage community ownership

6.7.6 Marketing Actions

#	Description	When	Who	Budget	Source	Secured
Objective 29. Implement Borough Wide Park Marketing Strategy						
57	Benchmark other Authorities park marketing strategy	2010	parks dev	officer time	Revenue	yes
Objective 30. Provide information about the park in a variety of media both on and off site						
58	Further development of the LBHF website.	Ongoing	Parks Ops	2k	Revenue	Yes
59	Develop a marketing plan with the communications team to promote the park in the local press.	2012	Parks Dev	Officer time	Revenue	Yes
60	Display local relevant information about park matters	Ongoing	Parks Ops	Officer time	Revenue	Yes
Objective 31. Actively promote the features and facilities of the park and encourage community ownership						
61	Utilise the marketing strategy to promote new features and facilities.	Ongoing	Parks	Officer time	Revenue	Yes

6.8 Management

A Green Flag site must have a management plan. It must set out the balance between all the priorities, policies and partners that apply to a particular green space. It should establish a timescale for putting the objectives into practice. It should also identify the contribution the site is making towards an area's wider strategic aims. It must be actively implemented and regularly reviewed.



6.8.1 Current Status and Issues

The Park is owned and managed by Hammersmith and Fulham Council and is accessible to the general public year round. This Management Plan for the Park has been developed to advance the aspirations of Hammersmith and Fulham Council and those of our local communities. The management plan has been developed around our commitment to the objectives of Green Flag and is key to the implementation of our Parks and Open Spaces Strategy (2007). It provides a clear and coordinated management strategy based on the characteristics of the site and the communities that use it. It will be a living document, updated annually to reflect new knowledge, successes and failures.

Parks Asset Management Strategy and Asset Management Plan

The Parks Asset Management Strategy is designed to ensure that all asset related decisions align with the Parks Departments priorities, as laid out within this Management Plan, and support service delivery objectives.

In order for Hammersmith and Fulham Council's Parks Department to be able to further enhance the quality of parks and maintenance levels of service being delivered to the community, it is essential for a Parks Asset Management Plan (AMP) to be implemented. This will, in turn, provide evidence for informed decision making on maintenance schedules and will also increase the efficiency and effectiveness of the maintenance and capital budgets.

The Parks Asset Management Strategy and Plan will guide the planning, acquisition, maintenance, renewal and disposal of assets as laid out in the yearly Works Plan. The Works Plan has been based on a primary assessment of Council's parks hard assets including:

- The physical condition of existing assets.
- Forecasted asset life expectancies in years.
- Forecasted valuation of existing assets.
- Projected annual maintenance costs for each asset category.

Confirm Infrastructure Management System

To assist in the management of the grounds maintenance contract, the council uses integrated computer software called CONFIRM that is also used to centrally gather information from other services in the council and track issues. Our Grounds Maintenance Team uses CONFIRM for asset and maintenance management particularly to manage maintenance activities, tree work programmes and track customer feedback.

CONFIRM improves service delivery by allowing customers (in this case parks visitors) to log a maintenance or safety issue (e.g. litter, unsafe tarmac surface, dog mess etc) on Hammersmith and Fulham's website, by phone or by email. The system assigns the issue a

job number and assigns the task of rectifying the issue to the appropriate council officer. This is known as a confirm enquiry. The Enquiry is closed when the job has been completed.

The system is excellent for ensuring complaints and maintenance issues are logged and followed up. Subsequent monitoring of the system allows Parks and Recreation to monitor the type, location and frequency of maintenance issues and complaints. This can help to inform the deployment of resources.

Arboriculture – Management of Trees

Trees in the borough's parks and open spaces are managed by the Arboricultural Section of the Highways & Engineering Division (Environment).

The diversity of types of trees and their habitats mean that they are managed in different ways. The tree stock is managed to ensure that all individual or groups of trees are kept in a safe condition, are suitable for the location and offer as little nuisance as possible to neighbours or users of the park in which they are located.

Consideration is given to Health and Safety foremost but environmental and visual considerations are important factors in the management of this valuable resource.

The management of the trees takes into account national and local government policies that relate to trees and adheres to legislation affecting trees such as the Highways Act, the Town & Country Planning Act and Health & Safety at Work Act.

Tree Inspections/Surveys

The council fulfils its legal obligations to regularly inspect and maintain trees in public places by carrying out a full survey of all trees in parks every three to four years. There are also more frequent, less detailed inspections in areas of higher public use such as along footpaths and around sports pitches and play areas.

The Arboricultural Section of the Highways & Engineering Division has just finished compiling a detailed database of all trees in parks and open spaces and is developing a programmed maintenance schedule to ensure that these trees are inspected and maintained at an equivalent level to the borough's street trees, which are currently inspected and pruned every three to four years. The Arboricultural Section also aims in the long term to develop a schedule that will see every tree subjected to a brief, annual inspection.

The full detailed surveys of trees in parks will be professional tree inspections carried out by an experienced arboriculturalist to the standards specified by Lantra (the Sector Skills Council for the environmental and land-based sector). These surveys will be by our own staff or external qualified arboriculturalist and will be used to guide the day to day and long term management of all significant individual or groups of trees within parks. Special annual safety checks will be carried out on individual trees known to be in poor condition.

The new contract for grounds maintenance services awarded to Quadron Services Ltd includes specifications for basic tree inspections and maintenance in parks as below:

- Basic tree inspections shall be carried out at three intervals during the year: February/March; May/June; September/October.
- Works carried out at the time of inspection shall include:
- Removal of Suckers and Epicormic growth.
- Crown Lifting to 2m over grass areas and 3m over paths and roadways.

The Parks Department and the Arboriculture Section have recently been working towards standardising the inspection scheduled for Park Trees across the Borough. It is anticipated that this will be rolled by March 2012.

6.8.2 Objectives

1. To continue to bid for capital and 106 funding for money toward improvements. When it is available, it will be allocated on a basis of priorities for improvements.
2. Ensure sufficient budget allocated to maintain the park to the standards of this management plan

3. Encourage greater user ownership and involvement in facility management to promote responsible use

6.8.3 Management Actions

#	Description	When	Who	Budget (£)	Source	Secured
Objective 31. To continue to bid for capital and 106 funding for money toward improvements. When it is available, it will be allocated on a basis of priorities for improvements.						
1	Develop closer working relationship with planning to secure S106 funding.	ongoing	Parks dev	TBC	Various local developments	TBC
Objective 32. Ensure sufficient budget allocated to maintain the park to the standards of this management plan						
2	Current GM works are performance based and sufficient revenue funding is available. Likewise the Small Works Team budget is adequate to maintain all hard landscaped elements although capital funds will be required for some hard landscaping elements and development of the railway arches.	Ongoing	Parks Ops	Contract	Revenue	Yes
Objective 33. Encourage greater user ownership and involvement in facility management to promote responsible use						
3	Review existing building leases (including bowls pavilion, arches and café) to ensure maintenance arrangements are suitable and sustainable.	2009/10	Parks Ops	Officer time	Revenue	Yes

7 Monitoring and Plan Review

This management plan has been adopted in 2011 and will act as a working document for the management of Norland North over a ten-year period.

The day-to-day management of the open space and the progress of individual development projects will be monitored regularly with LBHF Parks Staff, other stakeholders and the Local Stakeholder groups

The Action Targets presented in this Management Plan are reviewed annually in October with stakeholders and updated to reflect recent developments. Information and Identified action areas will inform the budget process in December.

A formal review of this management plan will be undertaken in 2016 when the plan will be amended to advance the development and management of the Square until 2020.

8 References

Hammersmith and Fulham Environment (2008) *Parks and Open Space – A survey of residents in Hammersmith and Fulham*;

Hammersmith and Fulham Environment (2006) *Parks and Open Spaces A study of the supply*

9 Appendices

APPENDIX 1:	Inspection Schedule
APPENDIX 2:	Maintenance Regime
APPENDIX 3:	Corms Report
APPENDIX 4:	Park Plan
APPENDIX 5:	Park Management Structure
APPENDIX 6:	Park Byelaws
APPENDIX 7:	Health and Safety Policy
APPENDIX 8:	Environmental Sustainability Policy
APPENDIX 9:	Marketing & Community Involvement
APPENDIX 10:	Green waste recycling
APPENDIX 11:	Lantra Training
APPENDIX 12:	Flora Survey
APPENDIX 13:	Asset Condition Survey
APPENDIX 14:	Pesticide Reduction Policy
APPENDIX 15:	Playground Inspection
APPENDIX 16:	Tree Works
APPENDIX 17:	Ecological plan

Appendix 1 Inspection Schedule

Who	What	When	Action
Park Constabulary	Anti-social behaviour impacts Furniture and fittings – bins, benches Play areas	Daily informal checks	Action Anti social through fixed penalty notice Report to Monitoring officer Cordon off dangerous areas or equipments
ARD Playgrounds	Play facilities	Quarterly comprehensive	Produce monthly reports with priority. Action repairs when instructed by Client
Monitoring Officer	All facilities and furniture	Minimum monthly and ad hoc to investigate issues or faults	Instruct Works team to repair dangerous faults or programme repairs, inform Parks development team if major development
Parks Development Officer	All facilities and furniture	Biannual	Programme major renovation as part of capital budget
Friends of Ravenscourt Park	All facilities including furniture and fittings	Biannual walkabout	Report issues to LBHF to action
Quadron Services LTD	All facilities furniture and fittings	Daily	Reports to client to action. Amend work schedule to address grounds maintenance issues if within contract requirements

Appendix 2 Maintenance Regime

General

Ground maintenance required by the Council broadly comprises, grass cutting, grass edging, maintenance of horticultural features, planting of bedding plants and bulbs, weed control, collection and removal of litter, refuse and abandoned Waste, maintenance and marking of sports pitches and school grounds, erection of equipment, renovation of grass areas, seeding and turfing, planting and cultivation of shrubs and roses, leaf clearing, weed killing, fertilising and top dressing, burials, tree planting and low level maintenance, special events, toilet cleansing, ice and snow clearance, emergency work and natural habitat maintenance.

Grass

Establishment of Standards

The standards required shall be established by setting out one or more or a combination of the following:

- Minimum height of grass after cutting and maximum height of growth allowed.
- Type of grass cutting machine.
- Indicative frequency of cutting.

Minimum Height of Grass after Cutting and Maximum Height before Cutting. The height of cut or minimum height of cut is determined to be the height of the cutting blades of the appropriate machine above a true level surface. In determining the height of cut, all rollers/skids will be clean and free from mud and build-up of cuttings.

Maximum height is determined to be the maximum height of 90% of the grass or vegetation which is of a non-woody nature in any one Location within the Contract Area.

The indicative number of cuts is a guideline to the minimum number required to meet the performance standards.

Type A - General Amenity and Sports Fields

This category relates to general amenity areas that provide recreation use and can be marked out and used for organised sport. Such areas must be cut with cylinder mowers, which can be multi-unit ride-on-type mowers or tractor-mounted gang units; cylinders must be fitted with 4 to 6 cutting blades, giving between 27 and 36 cuts per linear metre.

Period Height of Cut

All Year Round 15 – 25mm

(Indicative number of cuts is a minimum of 30)

Sports facilities to be maintained are:

- Bowling Greens
- Outdoor Courts - Hard Surfaces for Tennis, Basketball
- Multi-use Games Areas
- Running Tracks/Athletics for School Sports

Playing Fixtures

The playing season is April to September, but the actual starting day may vary; the Authorised Officer shall notify the Contractor of the exact dates. During the playing season, the greens must be ready for play by 12:00 noon on weekdays, unless otherwise instructed by the Authorised Officer. On weekends and public holidays, the greens shall be ready for play by 10:00 hours.

During the playing season:

- the position of the rinks is to be altered on a daily basis either in accordance with the marks or on a one metre rotational basis; and
- the direction of play must be altered at least once per week.

Mowing

The green shall be cut using an approved 450-500mm pedestrian-operated 'greens' mower having no less than ten cutting blades on the cylinder, in such a way that a 'striped' effect is created diagonally across the playing surface with alternate cuts rotated at 90 degrees. A collection box must be used at all times and all clippings removed immediately from site for proper disposal or for reclamation/recycling as approved by the Authorised Officer.

The height of the grass shall be maintained as follows:

Period Height of Cut

October-March 5 – 10mm

May-September 3 – 5mm

In April, the Contractor shall gradually reduce the cutting height in several stages from 10mm to 5mm.

During the period May to September inclusive, the green must be cut every other day, including weekends ensuring that there is no ribbing or bruising of the sward. *(Indicative number of cuts a year is a minimum of 80)*

Edge Green

The green edge must be trimmed in conjunction with every second cut, using long arm shears to maintain a distinct edge. Following trimming, the Contractor shall immediately collect arisings and remove them for proper disposal/recycling. *(Indicative number of operations a year is a minimum of 40)*

Banks and Surrounds

The Contractor shall hand-shear grass banks and surrounds of the greens at weekly intervals during the playing season.

Ditches

The Contractor shall clean the bowling green ditches at weekly intervals during the playing season and at monthly intervals during the remainder of the year. All litter, leaves, refuse, abandoned Waste and other debris from this operation shall be immediately removed for proper disposal.

Rolling

The green shall be rolled using a Sisis 'Trulevel' roller or similar machine approved by the Authorised Officer (machine to be between 50-100kg in weight), as often as required to maintain density and evenness. *(Indicative number of operations a year is a minimum of 24)*

Scarification during the Playing Season

During the playing season, the Contractor shall carry out light scarification operations, commencing 20 working days after the start of the season and at regular intervals thereafter, to remove thatch and runners without disturbing the soil surface. A pedestrian-controlled scarifier must be used and all arisings must be boxed off and removed from site for proper disposal/recycling. The depth of tine penetration shall not exceed 3mm.

(Indicative number of operations a year is a minimum of 6)

Aeration during the Playing Season

The green shall be sarrell-rolled as often as required to reduce surface compaction and maintain infiltration rate. *(Indicative number of operations a year is a minimum of 20).*

Tennis and Ball Court Maintenance

The Contractor shall sweep courts, collect all arisings and remove them for proper disposal as often as required to maintain a non-slip surface to the courts. *(Indicative number of operations a year is 12).*

The Contractor shall collect, remove and dispose of leaves, blossom and any other deleterious matter as often as required to maintain a clear surface. Blowers may be used to

assist with this operation. *(Indicative number of operations a year is a minimum of 52)*

Hedges

All hedges must be cut using mechanically operated shears or reciprocating handheld cutters. When cutting hedges, the severity of cut shall be such that the current year's growth is removed back to the old wood, so that a level surface and uniform height can be achieved.

Beds and borders

Annual beds and borders comprise roses, shrubs and herbaceous plants and shall be maintained in a way that presents an attractive amenity and allows development of plants to be in keeping with the type, shape, size and aspect of the beds.

Grass edges shall be trimmed with long handled shears or other method to maintain the cut line of the edge and is included as part of the grass cutting operations in 100 Series Grass Cutting Specification. Strimmers may not be used.

All works undertaken in the maintenance of shrubs, roses, herbaceous borders or similar features must be carried out in accordance with good horticultural practices as prescribed by the RHS and the relevant British Standards.

Rose Beds and Borders

The Contractor shall prune all plants in accordance with the appropriate Royal Horticultural Society and British Standards guidance. Following any operations on rose beds, all prunings, weeds, debris, litter and abandoned Waste must be immediately removed from site for proper disposal. The Contractor shall remove any shoots or branches causing obstruction to any pedestrians or vehicles or footpaths or other hard areas when undertaking any operations on rose beds.

Each year, the Contractor shall undertake the following rose bed operations:

Shrub/Herbaceous Planting

The Contractor shall first cultivate the ground prior to the planting of any plant material. Before planting, and prior to the removal of any containers, plants within each group shall be set out in an informal manner, avoiding straight lines at all times unless otherwise instructed by the Authorised Officer.

Planting holes shall be large enough to accommodate the entire root system, and the sides and base of such pits shall be loosened up.

Excavated topsoil shall be broken down and mixed with approved planting compost at the rate of 1 x 80 litre bag per 12 planting holes.

Following the above operations, plants shall be carefully removed from their container. If roots appear pot-bound, they should be carefully teased out without causing any damage. On no account shall any plant's root system be cut back. The plant shall be positioned in the pit and the pit backfilled. After firming in, and all settlement is complete, the soil levels should be at the original soil mark on the stem of the plant.

Upon completion of all planting, the entire area must be lightly hoed and raked to remove all foot marks and leave a neat level surface.

Cleansing

Cleansing operations for parks, open space, cemeteries and housing areas shall be subject to summer and winter programmes as follows:

- a) the summer programme shall apply from 1st April to 30th September inclusive; and undertake a daily manual and mechanical litter picking operation on all hard surfaced areas within the Location, seven days per week.
- b) the winter programme shall apply from 1st October to 31st March inclusive. Undertake a twice weekly manual and mechanical litter picking operation on all hard surfaced areas within the Location, once on Monday and once on Friday.

Benches and Seats - Re-painting and Re-application of Preservative

Each year, the Contractor is required to re-paint/re-apply a preservative to park and cemetery benches and seats as appropriate. Where necessary, the Contractor shall wash surfaces to remove dirt, grease and any other deleterious matter, thoroughly rub down and then wipe off with a damp lint-free cloth. Any defects must be reported to the Authorised Officer. Before re-painting, the Contractor must treat any bare wood/metal with an appropriate primer. The Contractor shall then re-paint or reapply preservative to the bench/seat; the colour of paint and wood preservatives must be agreed by the Authorised Officer.

Leaf Clearing

The Contractor is required to clear leaves, litter, debris, twigs, fruits, deleterious matter etc from grassed areas, paths, hard surfaces and horticultural features, beds and borders and be completed by the end of January each year. Leaves that fall on prepared sports pitches shall be removed prior to any new preparation or over marking. Leaves that fall on high amenity, fine turf and horticultural features, beds and borders must be removed at a maximum of seven day intervals. In addition, blown leaves, litter etc must be collected and removed from perimeters, under hedges and around trees.

(Indicative number of operations is a minimum of 5)

MAINTENANCE OF PONDS

The Contractor shall carry out works on ponds and water features so as to maintain a healthy balanced water quality free from any invasive vegetation. All operations shall be carried out in such a manner so as not to disturb wildlife, fish, nesting birds and wildfowl and so as not to damage any aquatic vegetation.

Waste, debris, refuse, litter and other deleterious matter removed from ponds must be left on bank edges overnight to give sufficient time for any aquatic life to migrate back into the water. Such material must be removed for proper disposal promptly the next day.

Pesticides/chemical weed control must not be used in ponds/lakes unless approved with the Authorised Officer.

Heavy machinery is NOT allowed due to the risk of it damaging pond liners.

Where it is necessary to drain down the pond or use a chemical which could harm fish and wildfowl, the Contractor must remove all fish for safekeeping, in temporary storage, until such time it is safe to return them.

Play areas

A specialist detailed inspection and repair service is carried out monthly, by a third party, to check bearings, moving parts, structural fatigue and wear and tear.

The Contractor shall inspect all play areas every day between 09:00 hours and 11:00 hours. Every day, all litter, refuse, abandoned Waste, stones, glass and other debris must be removed from site for proper disposal.

APPENDIX 3



QUADRON SERVICES LIMITED
THE LONDON BOROUGH OF HAMMERSMITH AND FULHAM
4 WEEK PERIOD PROGRESS REPORT

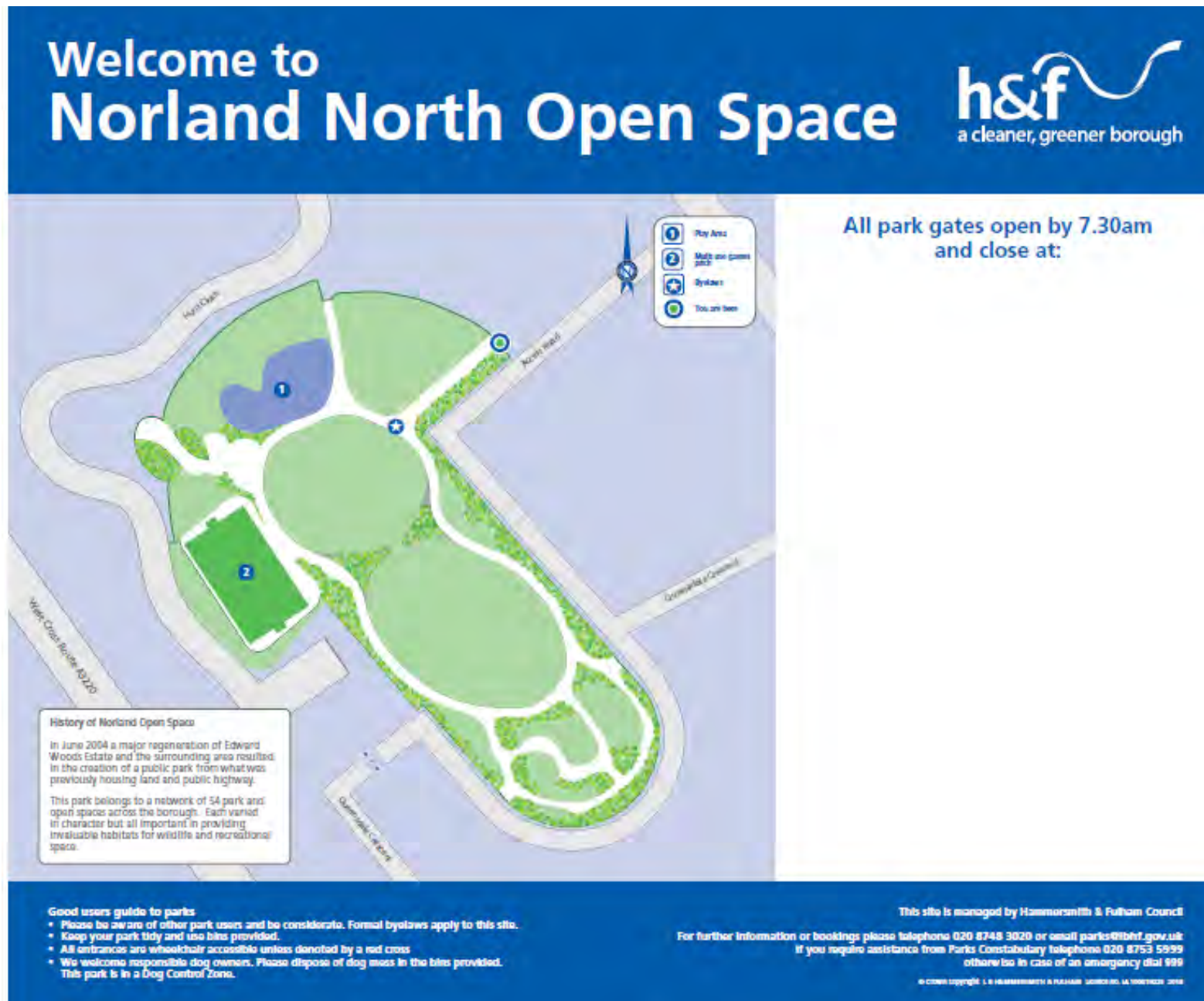


Period No. 5 20 July to 16 August 2009

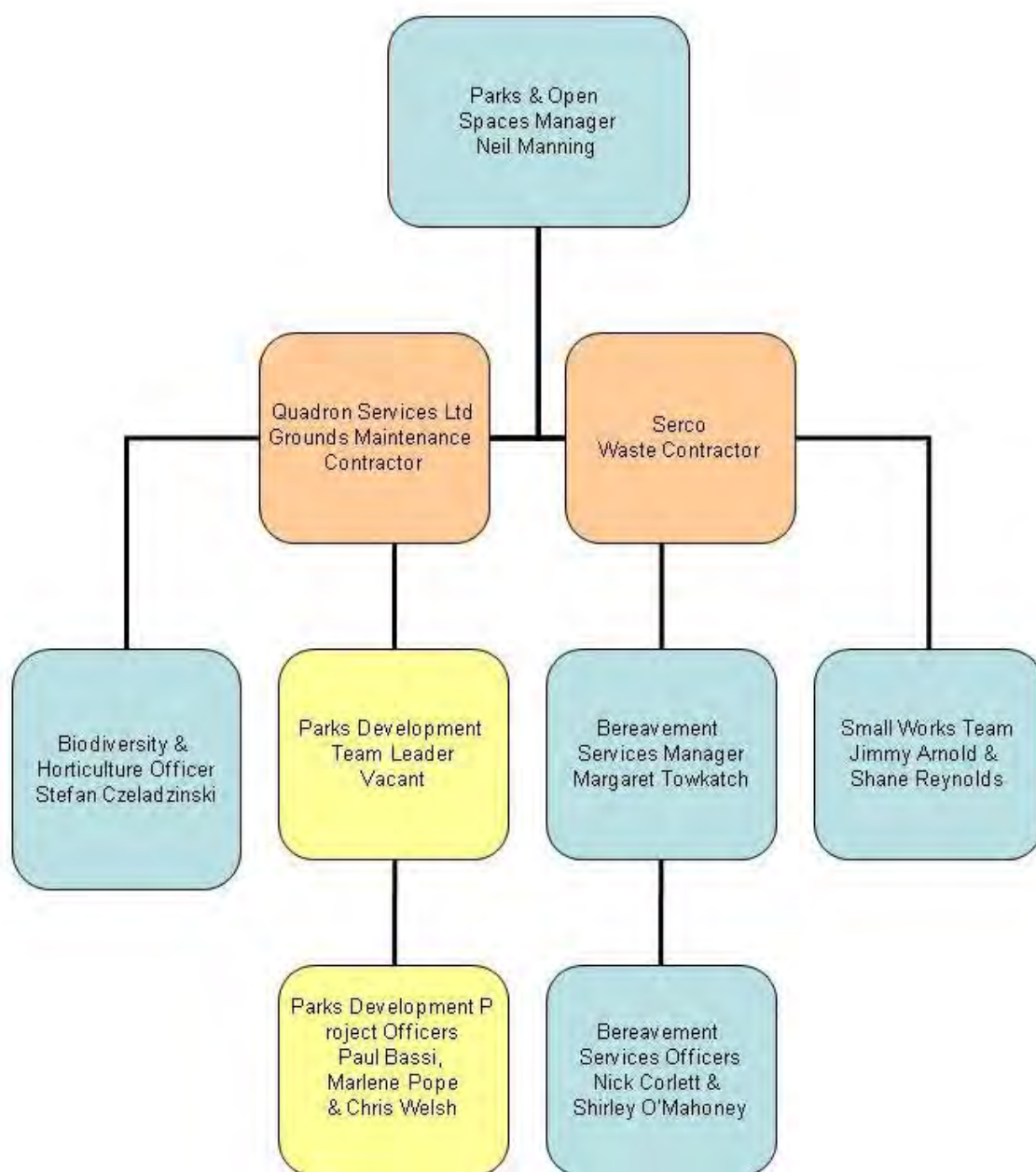
KEY TO VARIANCE REPORT																							
A = Not Required B = Removed From Contract C = Client Request D = Weather Condition E = To be Recheduled F = Operational Shortfall																							
Site No.		CLIENT	FEATURE	TASK DESCRIPTION	AREA	PERIOD TOTAL	WEEK 17		WEEK 18		WEEK 19		WEEK 20		Actual Total	Variance to Date	Variance Report						COMMENTS
							Schedule	Actual	Schedule	Actual	Schedule	Actual	Schedule	Actual			A	B	C	D	E	F	
81	Norland North Open Space	Parks	Grassed Area - General (Type A - General Amenity, Sports Fields)	Collect Litter and Mow Grass Area GANG	4295.00 m²	2	1	1			1			1.00	-1.00								
81	Norland North Open Space	Parks	Grassed Area - General (Type A - General Amenity, Sports Fields)	Collect Litter and Debris / Mow Grass Area / Strim Obstacles	757.94 m²	2	1	1			1			1.00	-1.00								
81	Norland North Open Space	Parks	Grassed Area - General (Type A - General Amenity, Sports Fields)	Remove Arisings from Adjacent Hard Standing	505.29 m²	2	1				1				-2.00								
81	Norland North Open Space	Parks	Grassed Area - General (Type A - General Amenity, Sports Fields)	Maintain Edges of General Amenity Grass	808.47 Lin m	2	1				1				-2.00								
81	Norland North Open Space	Parks	Hardstanding Area - Concrete	Sweep to Remove Litter and Debris	1.69 m²	4	1	1	1	1	1		1		2.00	-2.00							
81	Norland North Open Space	Parks	Hardstanding Area - Paved	Sweep to Remove Litter and Debris	125.78 m²	4	1	1	1	1	1		1		2.00	-2.00							
81	Norland North Open Space	Parks	Hardstanding Area - Tarmac	Sweep to Remove Litter and Debris	124.54 m²	4	1	1	1	1	1		1		2.00	-2.00							
81	Norland North Open Space	Parks	Path Area - Paved	Sweep to Remove Litter and Debris	512.60 m²	4	1	1	1	1	1		1		2.00	-2.00							
81	Norland North Open Space	Parks	Path Area - Tarmac	Sweep to Remove Litter and Debris	988.36 m²	4	1	1	1	1	1		1		2.00	-2.00							
81	Norland North Open Space	Parks	Leaf Clearance	Remove Autumn Leaf Fall	9048.05 m²																		
81	Norland North Open Space	Parks	Litter/Dog Bins	Remove Liner and Replace with New	9.00 No.	28	7	7	7	7	7		7		14.00	-14.00							
81	Norland North Open Space	Parks	Litter/Dog Bins	Clean Interior and Exterior of Bin	9.00 No.	1	1	1						1.00									
81	Norland North Open Space	Parks	Litter/Dog Bins	Inspect Condition and Report Defects	9.00 No.	28	7	7	7	7	7		7		14.00	-14.00							
81	Norland North Open Space	Parks	Litter Pick Parks, Open Spaces, Verges etc	Collect All Litter and Debris Including Dog Faeces From Hard and Soft Areas	9048.05 m²	28	7	7	7	7	7		7		14.00	-14.00							
81	Norland North Open Space	Parks	Water Fountains and Other Ornamental Features	Inspect Condition and Report Defects / Clean Water Fountain or Feature	1.00 No.	4	1		1		1		1		-4.00								
81	Norland North Open Space	Parks	Seats/Benches	Inspect Condition and Report Defects / Wash Clean Park Seats	15.00 No.	1							1		-1.00								
81	Norland North Open Space	Parks	Seats/Benches	Paint / Preserve Seats	15.00 No.																		
81	Norland North Open Space	Parks	Hardstanding Area - Concrete	Apply Herbicide	1.69 m²																		
81	Norland North Open Space	Parks	Hardstanding Area - Paved	Apply Herbicide	125.78 m²																		
81	Norland North Open Space	Parks	Hardstanding Area - Tarmac	Apply Herbicide	124.54 m²																		
81	Norland North Open Space	Parks	Outdoor Tennis/Ball Courts	Apply Herbicide	556.27 m²																		
81	Norland North Open Space	Parks	Path Area - Paved	Apply Herbicide	512.60 m²																		
81	Norland North Open Space	Parks	Path Area - Tarmac	Apply Herbicide	988.36 m²																		
81	Norland North Open Space	Parks	Site Boundaries	Apply Herbicide	467.25 m²																		
81	Norland North Open Space	Parks	Childrens Play Area Synthetic	Inspect Play Area and Remove Litter and Debris	1.00 No.	28	7	7	7	7	7		7		14.00	-14.00							
81	Norland North Open Space	Parks	Childrens Play Area Synthetic	Sweep Synthetic Area to Remove all Debris	1.00 No.	28	7	7	7	7	7		7		14.00	-14.00							
81	Norland North Open Space	Parks	Childrens Play Area Synthetic	Remove Litter and Debris from Area 2m Outside Perimeter	1.00 No.	28	7	7	7	7	7		7		14.00	-14.00							
81	Norland North Open Space	Parks	Childrens Play Area Synthetic	Report All Defects to Equipment / Surfaces / Fences etc.	1.00 No.	28	7	7	7	7	7		7		14.00	-14.00							
81	Norland North Open Space	Parks	Childrens Play Area Synthetic	Complete Daily Inspection Log	1.00 No.	28	7	7	7	7	7		7		14.00	-14.00							
81	Norland North Open Space	Parks	Shrub Bed (Residual)	Prune Shrubs to Enhance Flowering / Remove Suckers / Dead Wood /	1363.85 m²	1	1								-1.00								
81	Norland North Open Space	Parks	Shrub Bed (Residual)	Fork Bed and Rake to Fine Tilth	1363.85 m²																		

Site No.		CLIENT	FEATURE	TASK DESCRIPTION	AREA	PERIOD TOTAL	WEEK 17		WEEK 18		WEEK 19		WEEK 20		Actual Total	Variance to Date	Variance Report						COMMENTS
							Schedule	Actual	Schedule	Actual	Schedule	Actual	Schedule	Actual			A	B	C	D	E	F	
81	Norland North Open Space	Parks	Shrub Bed (Residual)	Apply Casoron Barrier Weed Control	1363.85 m²																		
81	Norland North Open Space	Parks	Shrub Bed (Residual)	Spot Treat to Remove all Weed Growth	1363.85 m²	1	1									-1.00							
81	Norland North Open Space	Parks	Shrub Bed (Residual)	Apply Granular Fertiliser	1363.85 m²																		
81	Norland North Open Space	Parks	Shrub Bed (Residual)	Inspect Condition / Collect Litter and Debris	1363.85 m²	1	1									-1.00							
81	Norland North Open Space	Parks	Shrub Bed (Residual)	Remove Autumn Leaf Fall	1363.85 m²																		
81	Norland North Open Space	Parks	Shrub Bed (Residual)	Dead Head / Summer Prune / Remove Sucker Growth	1363.85 m²	2			1				1			-2.00							
81	Norland North Open Space	Parks	Shrub Bed (Residual)	Inspect Bed and Report Damaged / Missing Stock	1363.85 m²	1			1							-1.00							

Appendix 4 Park Map



Appendix 5 Parks Management Structure



Appendix 7 Health and Safety Policy



Statement of Health & Safety Policy

Quadron Services Ltd is committed to promoting the health and safety of all its employees and also anyone else who may be affected by the way it carries out its business.

Our scope of operations covers a wide variety of disciplines including the general horticultural maintenance of parks and public open spaces, sport pitch maintenance and burial grounds including burial services.

Health and safety compliance is an important aspect of our business and we will do everything that is reasonably practicable to achieve this. Quadron will set objectives and targets which will be subject to annual review.

We will ensure –

- Safe and healthy working environments that include safe systems of work thereby reducing risk and preventing injury and ill health.
- The provision of adequate and appropriate training and supervision that allows tasks to be completed safely.
- That colleagues and customers alike are aware of our health and safety procedures.
- That accidents and near misses are investigated and monitored to reduce the likelihood of these occurrences.
- The provision of competent, specialist health and safety advice.
- Two way consultations on health and safety issues through the participation of our people.
- That consideration is given to the health and safety implications of new activities.
- Compliance with current legislation and any other applicable requirements as a minimum standard.
- The Continual Improvement of our Health and Safety Performance and Management System.

Managers are responsible for managing health and safety issues within their areas of control. They must ensure that safety procedures are not only in place but that they are implemented, communicated, understood and monitored.

All employees are asked to be actively involved in promoting health and safety standards; they also have a legal duty to –

- Take care of their own safety and that of anyone else who may be affected by their actions whilst at work.
- Co-operate and comply with Quadron's health and safety policies and procedures.
- Report any hazards encountered to their line manager.

Ultimate responsibility for health and safety rests with the Chief Executive and the Board.

All policies will be reviewed and updated regularly.

A handwritten signature in black ink, appearing to read "Michael C. Martin".

MICHAEL C. MARTIN, MIH, MBIM, DMS, Dip.M
Chief Executive Officer
Date : 1st August 2011

A handwritten signature in black ink, appearing to read "Clive Ivil".

CLIVE IVIL
Managing Director
Date : 1st August 2011

Appendix 8 Environment & Sustainability policy



Environmental Sustainability Policy

Quadron Services Ltd has provided horticultural and grounds maintenance services to a broad customer base since 1993. We pride ourselves in doing what is best for our customers and employees, whilst taking into consideration social, economic and sustainability issues.

Our scope of operations covers a wide variety of disciplines including the general horticultural maintenance of parks and public open spaces, sport pitch maintenance and burial grounds including burial services.

Our Environmental Management System provides a framework to manage our environmental impacts. The system is integrated with our existing Business Management System which also covers Health and Safety and Quality. We will do everything that is reasonably practicable to ensure good governance and achieve our environmental objectives.

Quadron is committed to:

- The prevention of pollution
- Addressing climate change by reducing the carbon emissions produced during our operations
- Improving processes, equipment and materials under its control that have significant negative impacts on the environment
- Minimising energy usage, waste and the usage of natural materials by using replacing, reducing, re-using and recycling methods
- Providing the training and resources identified as necessary to ensure objectives are met
- Ensuring positive environmental impacts continue by providing necessary resources
- Continually improving the effectiveness, management and performance of the Environmental Management System

In order to ensure the success of this Policy Quadron will:

- Communicate its plan to address significant negative impacts
- Appoint competent persons to monitor and review the Environmental Management System
- Ensure all relevant information and training (where applicable) is available to all persons working for or on behalf of Quadron
- Implement controls to ensure compliance with applicable current legislation, accreditations and other requirements
- Actively encourage all persons working for or on behalf of Quadron to contribute to the success of the Environmental Management System

To achieve the above Quadron sets yearly objectives and targets and these are reviewed as a minimum at the annual management review meeting, along with this Policy.

This Policy is communicated to all persons working for or on behalf of Quadron and is made available upon request to the public and interested parties.

Objectives, targets and this policy are defined and authorised by senior management.

A handwritten signature in black ink, appearing to read "Michael C. Martin".

MICHAEL C. MARTIN, MIH, MBIM, DMS, Dip.M
Chief Executive Officer
Date: 10th January 2012

A handwritten signature in black ink, appearing to read "Clive Ivil".

CLIVE IVIL
Managing Director
Date: 10th January 2012

Appendix 9 Marketing material

Proposed Friends of Group website


GROUNDWORK

www.friendsof.org.uk

Introduction

This document has been created by the Hammersmith and Fulham Friends of Groups to support the development and structure of a new website. The purpose of the website is to provide the user with the latest and most up-to-date information about the group.

The website structure has been designed to allow a number of different people the ability to manage and edit the website. This document shows the proposed layout of the website and the structure of the website and gives the Friends of Groups a number of the main web pages.



GROUNDWORK

Friends of Group pages



Promoted News

One of the key benefits of the website will be the ability to share information and promote events easily. This will allow the website to be used as a central point of contact for the group. The website will have:

- Be used as the main point of contact for the group
- Provide an online platform for the group to share information and promote events
- Allow the website to be used as a central point of contact for the group
- Allow the website to be used as a central point of contact for the group

It will be the general public who will be the main point of contact for the website. The website will be used as a central point of contact for the group.

GROUNDWORK

Visitors to the Website



The homepage has been designed to be a central point of contact for the Friends of Groups. It will allow the user to get a quick overview of the latest news and events. The website will be used as a central point of contact for the group. The website will be used as a central point of contact for the group.

It will be the general public who will be the main point of contact for the website. The website will be used as a central point of contact for the group.

GROUNDWORK

Executive map

The purpose of the website is to provide the user with the latest and most up-to-date information about the group. The website will be used as a central point of contact for the group. The website will be used as a central point of contact for the group.

It will be the general public who will be the main point of contact for the website. The website will be used as a central point of contact for the group.



GROUNDWORK

Council managed pages

The main pages of the website will be managed by the local authority and will contain the following content:

- Home page
- Contact us
- About us
- News and Events
- About Council
- Support Information
- Policy
- Local Council

Proposed structure



GROUNDWORK

Long term sustainability

Once the website has been set up, it will be a central point of contact for the group. The website will be used as a central point of contact for the group. The website will be used as a central point of contact for the group.

It will be the general public who will be the main point of contact for the website. The website will be used as a central point of contact for the group.



Appendix 10 Green waste recycling

Processing Green Waste to create Compost

Because the total quantity of Green Waste / Compost at Quadron's Wormwood Scrubs Depot is less than 60 tonnes at any one time, and it's intended use is by Quadron (the company operating the site) for the enrichment of areas under our control, a T23 exemption can be obtained to carry out composting.

Quadron currently has a T23 exemption for the production of compost at the Wormwood Scrubs depot and various U11 exemptions in place to allow us to use this compost at various locations around the Borough.



Appendix 11 Lantra Staff Training

Focus on Training!

Supervisors Keith Hall & Rick Jelley have recently qualified as Lantra-Awards instructors in Groundscare machinery. The intensive training involved a 5 day “Instructional Techniques” course, two days of Operator training on Ride-on and Pedestrian mowers and a further four days of technical standards training.

Keith commented: “I am very grateful for Quadron putting me forward for the Lantra-Awards Training Instructor course. I now hope to put my 24 years experience and the Lantra-Awards training into practice and show the trainees how to use the machinery correctly and safely and teach them some knowledge of health & safety regulations and codes of practice. Also, show them the pre-start checks and to get them involved with the machines so that they go away with a lot more understanding of how the machines work and keeping them maintained. I hope to become a good trainer because I know Quadron take their health & safety very seriously and I would like to do them proud.”

Rick added: “The Lantra-Awards training I received was rewarding personally as well as professionally. The structure and intensity of the course provided a valuable learning experience. I believe that Quadron are laying the groundwork that will enable our workforce to become some of the best trained operatives in the industry.”



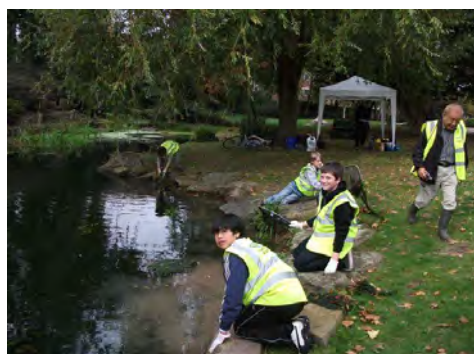
TRAINING THROUGH COMMUNITY PROJECTS

This period has seen wide and varied interaction between Quadron and various parks and open spaces friends and user groups.

Events of particular interest were tree and bulb planting initiatives with school children at Hurlingham Park, South Park and Brook Green, whip planting at Wormwood Scrubs, Ravenscourt Park, a volunteer day with a Friends society at Hammersmith Park and the 100th year birthday celebration with the Friends group at Wormholt Park.



Local school children planting bulbs at Brook Green earlier this year.



Volunteers at Hammersmith Park Pond

“CULTIVATING RECOVERY”

Quadron is working in partnership with Groundwork, the environmental regeneration charity, and LBHF to provide unemployed people with the opportunity for work experience and training and the chance to learn new skills and potentially gain permanent employment.

Groundwork staff, under the supervision of Team Leader Lucy, act as a horticultural hit squad, called the “Quadron Green Team”. There are benefits for all: individuals that work on the Quadron programme develop their confidence, skills and experience in their pursuit to find permanent work and gain a track record and reference point.

The local community benefits from enhanced levels of service for no additional cost, and Quadron gains a valuable pool of skilled staff to fill future vacancies and smooth over the peaks in workload. Many favourable comments have been received to date from a variety of sources.

Cllr Paul Bristow (foreground left) together with Quadron and the Groundwork Green Team in the background



COMMUNITY INITIATIVE WITH THIRD SECTOR PARTNERS
GROUNDWORK LONDON

A poster for hedge laying training. The top half features the title 'HEDGE LAYING TRAINING' in large, bold, orange and white letters, with a double arrow icon. Below the title, the dates and locations are listed: '18 DECEMBER in Ravenscourt Park' and '16 & 17 JANUARY on Wormwood Scrubs Local Nature Reserve'. Two circular callouts on the right state 'Free training' and 'Tools and equipment provided'. The bottom half of the poster has a brown background with white text describing the training, including the time '9:30am - 3:30pm' and a photo of a woman using a billhook to lay a hedge. Social media links for Facebook and Twitter are at the bottom left.

HEDGE LAYING TRAINING >>

18 DECEMBER in Ravenscourt Park
Meet at the Ravenscourt Park Tea House, off Paddenswick Road, W6 0UL

16 & 17 JANUARY on Wormwood Scrubs Local Nature Reserve
Meet at the Scrubs Lane Car Park, Off Scrubs Lane, close to the Texaco Petrol Station

9:30am - 3:30pm

Learn the traditional art of hedge laying.

Help create new and improved hedgerows that will grow to be healthier and last longer as well as providing new habitats, food and shelter for wildlife.

Bring your own packed lunch
Training delivered by Clive Leeke, National Hedgelaying Society

Booking
Booking essential, limited places available
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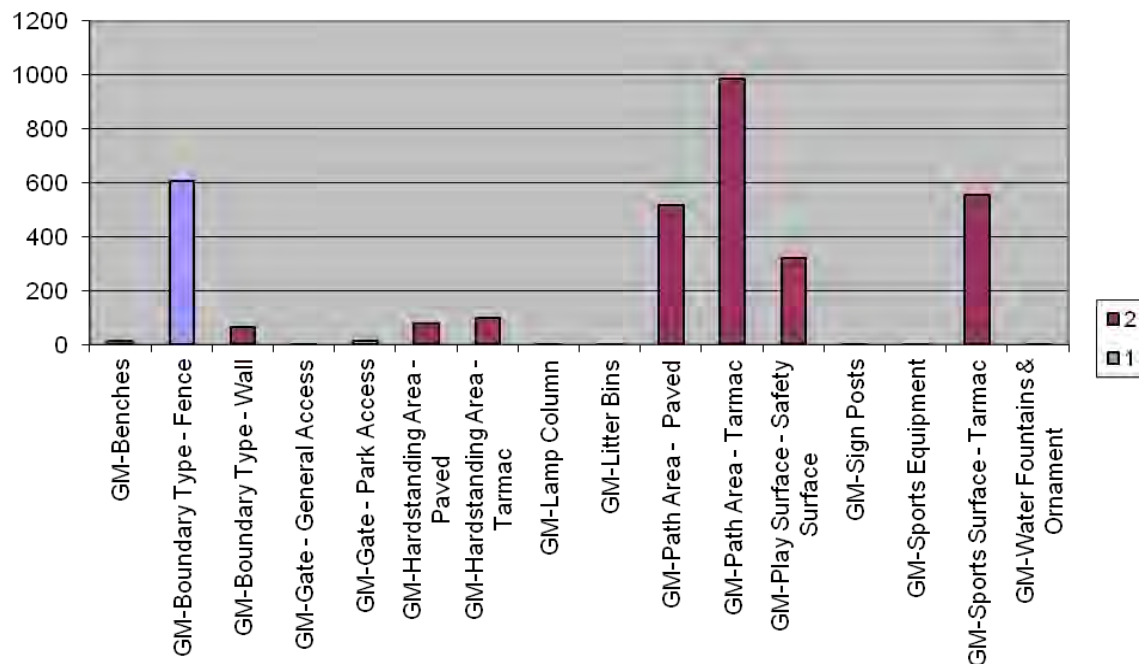
Appendix 12 – Flora Survey

Species name	Common name	Date	Determiner's name
<i>Acer campestre</i>	Field Maple	21/02/2011	Stefan Czeladzinski
<i>Achillea millefolium</i>	Yarrow	21/02/2011	Stefan Czeladzinski
<i>Agrostis capillaris</i>	Common Bent	21/02/2011	Stefan Czeladzinski
<i>Alliaria petiolata</i>	Garlic Mustard	21/02/2011	Stefan Czeladzinski
<i>Arctium minus</i>	Lesser Burdock	21/02/2011	Stefan Czeladzinski
<i>Aquilegia vulgaris</i>		12/12/2011	Stefan Czeladzinski
<i>Arrhenatherum elatius</i>	False Oat-grass	21/02/2011	Stefan Czeladzinski
<i>Artemisia absinthium</i>	Wormwood	21/02/2011	Stefan Czeladzinski
<i>Artemisia vulgaris</i>	Mugwort	21/02/2011	Stefan Czeladzinski
<i>Ballota nigra</i>	Black Horehound	21/02/2011	Stefan Czeladzinski
<i>Bellis perennis</i>	Daisy	21/02/2011	Stefan Czeladzinski
<i>Betula pendula</i>	Silver Birch	21/02/2011	Stefan Czeladzinski
<i>Calystegia sepium</i>	Hedge Bindweed	21/02/2011	Stefan Czeladzinski
<i>Campanula glomerata</i>	Clustered Bellflower	21/02/2011	Stefan Czeladzinski
<i>Campanula trachelium</i>	Nettle-leaved Bellflower	21/02/2011	Stefan Czeladzinski
<i>Capsella bursa-pastoris</i>	Shepherd's-purse	21/02/2011	Stefan Czeladzinski
<i>Cardamine flexuosa</i>	Wavy Bitter-cress	21/02/2011	Stefan Czeladzinski
<i>Cardamine hirsuta</i>	Hairy Bitter-cress	21/02/2011	Stefan Czeladzinski
<i>Carex pendula</i>		21/02/2011	Stefan Czeladzinski
<i>Carpinus betulus</i>	Hornbeam	21/02/2011	Stefan Czeladzinski
<i>Centaurea nigra</i>	Common Knapweed	21/02/2011	Stefan Czeladzinski
<i>Chaerophyllum temulum</i>	Rough Chervil	21/02/2011	Stefan Czeladzinski
<i>Chamerion angustifolium</i>	Rosebay Willowherb	21/02/2011	Stefan Czeladzinski
<i>Cirsium arvense</i>	Creeping Thistle	21/02/2011	Stefan Czeladzinski
<i>Cirsium vulgare</i>	Spear Thistle	21/02/2011	Stefan Czeladzinski
<i>Cornus sanguinea</i>	Dogwood	21/02/2011	Stefan Czeladzinski
<i>Corylus avellana</i>	Hazel	21/02/2011	Stefan Czeladzinski
<i>Crataegus monogyna</i>	Hawthorn	21/02/2011	Stefan Czeladzinski
<i>Crepis biennis</i>	Rough Hawk's-beard	21/02/2011	Stefan Czeladzinski
<i>Dactylis glomerata</i>	Cock's-foot	21/02/2011	Stefan Czeladzinski
<i>Epilobium hirsutum</i>	Great Willowherb	21/02/2011	Stefan Czeladzinski
<i>Epilobium montanum</i>	Broad-leaved Willowherb	21/02/2011	Stefan Czeladzinski
<i>Equisetum arvense</i>	Field Horsetail	21/02/2011	Stefan Czeladzinski
<i>Eupatorium cannabinum</i>	Hemp-agrimony	21/02/2011	Stefan Czeladzinski
<i>Euphorbia peplus</i>	Petty Spurge	21/02/2011	Stefan Czeladzinski
<i>Festuca pratensis</i>	Meadow Fescue	21/02/2011	Stefan Czeladzinski
<i>Festuca rubra</i>	Red Fescue	21/02/2011	Stefan Czeladzinski
<i>Fraxinus excelsior</i>	Ash	21/02/2011	Stefan Czeladzinski
<i>Galium aparine</i>	Cleavers	21/02/2011	Stefan Czeladzinski
<i>Galium odoratum</i>	Woodruff	21/02/2011	Stefan Czeladzinski
<i>Galium verum</i>	Lady's Bedstraw	21/02/2011	Stefan Czeladzinski
<i>Geranium pratense</i>	Meadow Crane's-bill	21/02/2011	Stefan Czeladzinski
<i>Geranium robertianum</i>	Herb-Robert	21/02/2011	Stefan Czeladzinski
<i>Geum urbanum</i>	Wood Avens	21/02/2011	Stefan Czeladzinski
<i>Hedera helix</i>	Ivy	21/02/2011	Stefan Czeladzinski
<i>Helleborus foetidus</i>	Stinking Hellebore	21/02/2011	Stefan Czeladzinski
<i>Holcus lanatus</i>	Yorkshire-fog	21/02/2011	Stefan Czeladzinski
<i>Hordeum secalinum</i>	Meadow Barley	21/02/2011	Stefan Czeladzinski
<i>Hypochaeris radicata</i>	Cat's-ear	21/02/2011	Stefan Czeladzinski
<i>Ilex aquifolium</i>	Holly	21/02/2011	Stefan Czeladzinski
<i>Iris foetidissima</i>	Stinking Iris	21/02/2011	Stefan Czeladzinski

<i>Knautia arvensis</i>	Field Scabious	21/02/2011	Stefan Czeladzinski
<i>Lamium album</i>	White Dead-nettle	21/02/2011	Stefan Czeladzinski
<i>Lamium amplexicaule</i>	Henbit Dead-nettle	21/02/2011	Stefan Czeladzinski
<i>Lamium purpureum</i>	Red Dead-nettle	21/02/2011	Stefan Czeladzinski
<i>Leontodon autumnalis</i>	Autumn Hawkbit	21/02/2011	Stefan Czeladzinski
<i>Linaria vulgaris</i>		12/12/2011	Stefan Czeladzinski
<i>Lolium perenne</i>	Perennial Rye-grass	21/02/2011	Stefan Czeladzinski
<i>Malus sylvestris</i>	Crab Apple	21/02/2011	Stefan Czeladzinski
<i>Malva moschata</i>	Musk-mallow	21/02/2011	Stefan Czeladzinski
<i>Malva sylvestris</i>	Common Mallow	21/02/2011	Stefan Czeladzinski
<i>Marrubium vulgare</i>	White Horehound	21/02/2011	Stefan Czeladzinski
<i>Matricaria recutita</i>	Scented Mayweed	21/02/2011	Stefan Czeladzinski
<i>Medicago arabica</i>	Spotted Medick	21/02/2011	Stefan Czeladzinski
<i>Medicago lupulina</i>	Black Medick	21/02/2011	Stefan Czeladzinski
<i>Papaver rhoeas</i>	Common Poppy	21/02/2011	Stefan Czeladzinski
<i>Parietaria judaica</i>	Pellitory-of-the-wall	21/02/2011	Stefan Czeladzinski
<i>Persicaria lapathifolia</i>	Pale Persicaria	21/02/2011	Stefan Czeladzinski
<i>Phleum pratense</i>	Timothy	21/02/2011	Stefan Czeladzinski
<i>Plantago lanceolata</i>	Ribwort Plantain	21/02/2011	Stefan Czeladzinski
<i>Plantago major</i>	Greater Plantain	21/02/2011	Stefan Czeladzinski
<i>Plantago media</i>	Hoary Plantain	21/02/2011	Stefan Czeladzinski
<i>Poa annua</i>	Annual Meadow-grass	21/02/2011	Stefan Czeladzinski
<i>Poa pratensis</i>	Smooth Meadow-grass	21/02/2011	Stefan Czeladzinski
<i>Polygonum aviculare</i>	Knotgrass	21/02/2011	Stefan Czeladzinski
<i>Potentilla reptans</i>	Creeping Cinquefoil	21/02/2011	Stefan Czeladzinski
<i>Primula vulgaris</i>	Primrose	21/02/2011	Stefan Czeladzinski
<i>Prunella vulgaris</i>	Selfheal	21/02/2011	Stefan Czeladzinski
<i>Prunus avium</i>	Wild Cherry	21/02/2011	Stefan Czeladzinski
<i>Prunus spinosa</i>	Blackthorn	21/02/2011	Stefan Czeladzinski
<i>Quercus robur</i>	Pedunculate Oak	21/02/2011	Stefan Czeladzinski
<i>Ranunculus ficaria</i>	Lesser Celandine	21/02/2011	Stefan Czeladzinski
<i>Ranunculus repens</i>	Creeping Buttercup	21/02/2011	Stefan Czeladzinski
<i>Rhamnus cathartica</i>	Buckthorn	21/02/2011	Stefan Czeladzinski
<i>Rosa canina</i>	Dog-rose	21/02/2011	Stefan Czeladzinski
<i>Rosa rubiginosa</i>	Sweet-briar	21/02/2011	Stefan Czeladzinski
<i>Rubus fruticosus</i>	Bramble Raspberry	21/02/2011	Stefan Czeladzinski
<i>Rumex crispus</i>	Curled Dock	21/02/2011	Stefan Czeladzinski
<i>Rumex hydrolapathum</i>	Water Dock	21/02/2011	Stefan Czeladzinski
<i>Rumex obtusifolius</i>	Broad-leaved Dock	21/02/2011	Stefan Czeladzinski
<i>Sagina procumbens</i>	Procumbent Pearlwort	21/02/2011	Stefan Czeladzinski
<i>Salix alba</i>	White Willow	21/02/2011	Stefan Czeladzinski
<i>Salix caprea</i>	Goat Willow	21/02/2011	Stefan Czeladzinski
<i>Salvia pratensis</i>	Meadow Clary	21/02/2011	Stefan Czeladzinski
<i>Sambucus nigra</i>	Elder	21/02/2011	Stefan Czeladzinski
<i>Saponaria officinalis</i>	Soapwort	21/02/2011	Stefan Czeladzinski
<i>Scabiosa columbaria</i>	Small Scabious	21/02/2011	Stefan Czeladzinski
<i>Senecio jacobaea</i>	Common Ragwort	21/02/2011	Stefan Czeladzinski
<i>Senecio vulgaris</i>	Groundsel	21/02/2011	Stefan Czeladzinski
<i>Silene dioica</i>	Pink campion	12/12/2011	Stefan Czeladzinski
<i>Sinapis arvensis</i>	Charlock	21/02/2011	Stefan Czeladzinski
<i>Sisymbrium officinale</i>	Hedge Mustard	21/02/2011	Stefan Czeladzinski
<i>Solanum dulcamara</i>	Bittersweet	21/02/2011	Stefan Czeladzinski
<i>Sonchus asper</i>	Prickly Sow-thistle	21/02/2011	Stefan Czeladzinski
<i>Sonchus oleraceus</i>	Smooth Sow-thistle	21/02/2011	Stefan Czeladzinski

Sorbus aria	Common Whitebeam	21/02/2011	Stefan Czeladzinski
Stachys sylvatica	Hedge Woundwort	21/02/2011	Stefan Czeladzinski
Stellaria media	Common Chickweed	21/02/2011	Stefan Czeladzinski
Tanacetum parthenium	Feverfew	21/02/2011	Stefan Czeladzinski
Taraxacum officinale	Dandelion	21/02/2011	Stefan Czeladzinski
Trifolium pratense	Red Clover	21/02/2011	Stefan Czeladzinski
Trifolium repens	White Clover	21/02/2011	Stefan Czeladzinski
Tripleurospermum inodorum	Scentless Mayweed	21/02/2011	Stefan Czeladzinski
Ulex europaeus	Gorse	21/02/2011	Stefan Czeladzinski
Urtica dioica	Common Nettle	21/02/2011	Stefan Czeladzinski
Urtica urens	Small Nettle	21/02/2011	Stefan Czeladzinski
Veronica agrestis	Green Field-speedwell	21/02/2011	Stefan Czeladzinski
Veronica chamaedrys	Germander Speedwell	21/02/2011	Stefan Czeladzinski
Veronica hederifolia	Ivy-leaved Speedwell	21/02/2011	Stefan Czeladzinski
Veronica serpyllifolia	Thyme-leaved Speedwell	21/02/2011	Stefan Czeladzinski
Viburnum lantana	Wayfaring-tree	21/02/2011	Stefan Czeladzinski
Viburnum opulus	Guelder-rose	21/02/2011	Stefan Czeladzinski
Vicia cracca	Tufted Vetch	21/02/2011	Stefan Czeladzinski
Viola canina	Heath Dog-violet	21/02/2011	Stefan Czeladzinski

Appendix 13 – Asset Condition Survey



Asset Condition Features Graph

Location	Norland North Open Space		
Sum of Quantity	Condition (1 to 5)		
	1	2	Grand Total
GM-Benches	3	12	15
GM-Boundary Type - Fence	609		609
GM-Boundary Type - Wall		66	66
GM-Gate - General Access	7		7
GM-Gate - Park Access	15		15
GM-Hardstanding Area - Paved		79	79
GM-Hardstanding Area - Tarmac		99	99
GM-Lamp Column	4	8	12
GM-Litter Bins	9		9
GM-Path Area - Paved		519	519
GM-Path Area - Tarmac		988	988
GM-Play Surface - Safety Surface		322	322
GM-Sign Posts	1		1
GM-Sports Equipment		2	2
GM-Sports Surface - Tarmac		556	556
GM-Water Fountains & Ornament		1	1
Grand Total	647	2653	3300

Asset Condition Survey Chart

Appendix 14: Pesticide Reduction Policy (London Borough of Hammersmith and Fulham and Quadron Services)

Last year saw further reductions in the quantities of herbicides used by Quadron in the parks grounds maintenance program. This is reflected in the following:

Product	2011	2012
Chikara	3600 grams	3000 grams
Proshield	180 litres	150 litres
Hiaktiv	120 litres	100 litres

This reduction was achieved by the implementation of the following:

- The fitting of pressure regulators to all knapsack sprayers, to reduce the operating pressure to one BAR.
- The use of low pressure deflector nozzles.
- The resultant reduced application volume and defined spray patterns.
- The extensive use of mulch across all high profile parks sites.
- The inspection of all sites prior to commencement of spraying to identify the base requirement.

It is intended that in 2013 that the above protocols be maintained and that any secondary spraying should only be done once a full borough inspection has been undertaken. It is intended that the basis of the 2013 program be one of reactive spot spraying. This will be done in conjunction with mechanical weed removal and a continuation of the mulching program.

These factors should further facilitate future reductions in herbicide use.



Other initiatives in place:

Under the LANTRA staff training program QSL are also ensuring staff involved in contract spraying on the contract are kept up to date on application technique and monitored to ensure that chemical is being applied safely and efficiently.

The product generated from the Green Waste Recycling facility at Wormwood Scrubs is also helping the fight to reduce herbicide application by culturally treating many beds with suitable dressings to reduce the need for herbicide applications.

Appendix 15 Play Area Inspection Report

QUARTERLY PLAYGROUND SAFETY REPORT

Inspection No: **3018**
Date: **14/02/2013** Time: **10:20am**
Authority: **LB Hammersmith & Fulham**
Site: **Norland Open Space - MUGA**
Address: **Hunt Close, off St Annes Road, W11 4JX**

[illegible]

General Recommendations:

Inspector: Kevin Cottis

NOTE: Carried out in accordance with ref. sheet - INSP/QUARTERLY/REF01

QUARTERLY PLAYGROUND SAFETY REPORT

Inspection No: **3018**
Date: **14/02/2013** Time: **10:10am**
Authority: **LB Hammersmith & Fulham**
Site: **Norland Open Space - Play Area**
Address: **Hunt Close, off St Annes Road, W11 4JX**

[illegible]

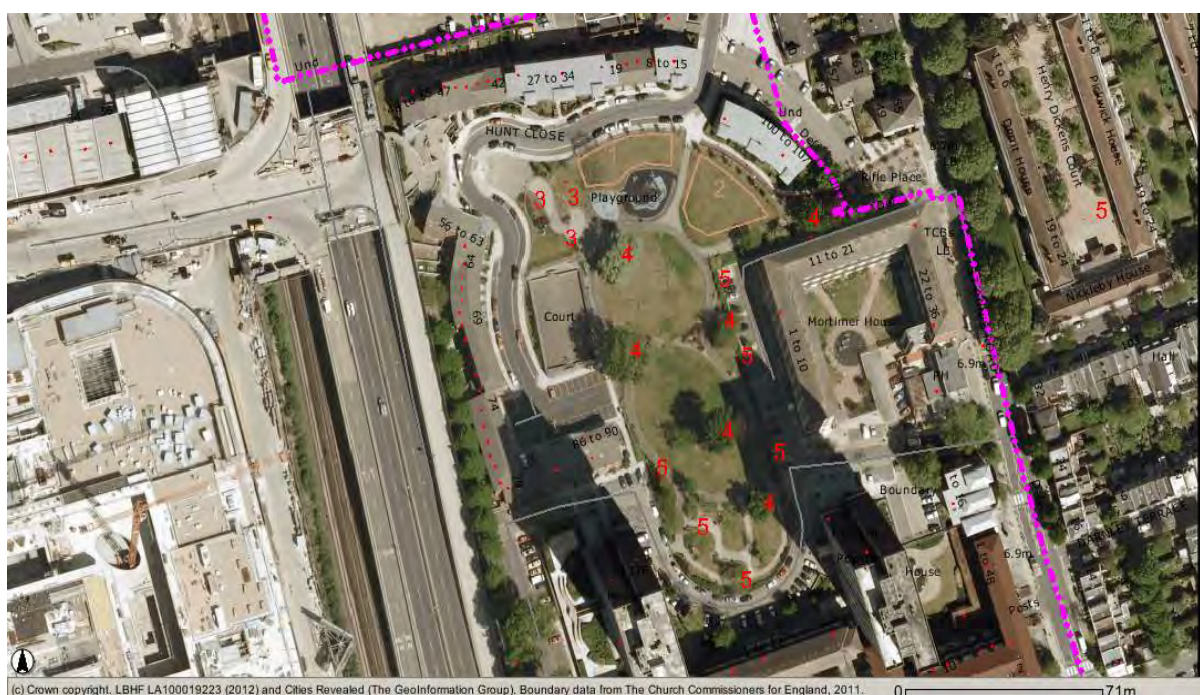
General Recommendations:

Inspector: Kevin Cottis

NOTE: Carried out in accordance with ref. sheet - INSP/QUARTERLY/REF01

Appendix 16 Tree Works

Appendix 17: NORLAND NORTH OPEN SPACE ECOLOGICAL ZONES



Summary

The zones have been simplified in their classification for ease of relevance. They are easily translated to those listed in biodiversity action plans for LBHF, RBKC or the GLA or London biodiversity action plan. LBHF is committed to assisting with priority habitat creation and species actions in the London plan. Many of the species planted and recommended are priority species in the London biodiversity action plan, see appendix 1. orange on the spreadsheet. Some of the species in the park are legally protected and nationally rare, see appendix 1. red on the spreadsheet. This chapter primarily deals with vegetation. The vegetation forms the habitat and food sources for the park ecosystem and services. Most added plant species are chosen for their higher nectar production, as some flowers, though profuse and attractive can have relatively low nectar contents.

In coming years this chapter will be developed further pending survey information on fauna and mycology.

LEGEND to zones:

Neutral Grassland

The grassland areas in parks are often of relatively low biodiversity value when they are frequently mown to create lawns. The frequency and heights of cuts have a direct impact on the ecological value of the areas. Lawns are collectives of one species of grass upwards that form a collective of grassland community. They may contain broadleaf species, but in finer lawns these are usually selectively treated for removal. The grassland here differs from true meadows, grown for hay for livestock or pastures which are grazed by livestock. Rough grassland areas that are mown less frequently tend to attract taller growing species and can also hold more habitat value in their food content and structure than amenity lawns. The eventual potential addition of yellow rattle (*Rhinanthus minor*), a parasitic plant on grass, may help to reduce grass growth and give other wildflowers a better chance to establish. Yellow rattle is also attractive.

Zone 1. Proposed Spring flowering meadow. 2013-2014

Approximately 275 square metres of Spring flowering meadow. Cut as rough grass from late May/ June- January/ February at a minimum height of 50mm. Then left to flower and seed until late May/ June when a cut and collect would be required. The surrounding edges would be mown as per the rest of the lawn frequency to give a defined edge of approximately one pedestrian or ride on mower width around fences, paths and furniture. Recommended species in appendix 2. (Spring flowering perennials)

Longer grass areas in parks can be beneficial to wildlife and attractive. A relaxed mowing regime has been put in place to benefit wildflowers, which may sustain a greater number of species. Longer grass regimes are beneficial to:

Reduce the carbon footprint of maintenance.

To diversify the habitat structure.

To increase the number of species on site.

To increase the potential food base for associate species

To increase the educational value of the site.

To increase the aesthetic value of the site.

To increase the ecosystem services of the site.

To help to reduce the impact of climate change.

Zone 2. Proposed Summer flowering meadow. 2013-2014

Approximately 420 square metres of Summer flowering meadow. Cut as rough grass, 50mm minimum height of cut from October/ November- April/ May. May through to September/ October left to flower and seed. October/ November would require a cut and collect. The surrounding edges would be mown as per the rest of the lawn frequency to give a defined edge of approximately one pedestrian or ride on mower width around fences, paths and furniture. Recommended species in appendix 2 (Summer flowering perennials).

Zone 3. Herbaceous border and loggery.

This area is comprised of mainly native herbaceous perennials. These have been selected to positively contribute to the area both horticulturally and ecologically. This small refuge area has a dead wood loggery placed within it. This is valuable habitat for insects and other animals. The stag beetle (*Lucanus cervus*) is an example of the kind of species that will benefit from such a habitat. It has been found within 1000m of this site, is legally protected, the UK's largest beetle, and takes seven years from egg to adult as larvae in rotting wood. Most species of fungi in the UK are non pest species and live on dead wood. These species help to feed others in the food chain and will only find refuge in habitats like this within the park. As the wood begins to age, more logs will be added to maintain a varied range of decaying wood types and to maintain the potential for species to overwinter here as a hibernaculum.

This small area (around 1.5% of park) of welcoming blooms provides the park with around 40% of the plant species in the total park area.

Zone 4: Tree and shrub cover.

Woody perennial species can vary from shrub to scrub and tree species. A tree species is often one recognised as a woody perennial that can grow on a single dominant stem to over 6 metres in height. Open tree cover and scrubland can form a mosaic community sustaining a very diverse range of species and habitats. Many of London's parks are of an open mosaic habitat like this that benefit a wide range of species. Trees growing in a stand can form woodland habitats, the most beneficial being to have a mixture of ages of trees and a mixture of species.

This area is comprised of mainly edge-planted tree and shrub and mature trees that existed on the site prior to 2004. The park has an approximately 12% tree cover. This should be maintained and increased where possible. In 2011-2012, approximately 50 whips of native species were planted in opportune areas around the park and the boundaries. This is a very cost-effective way of maintaining tree numbers.

The trees are managed by the council and are surveyed every 3-5 years, the safety of the public takes precedent.

As the park is relatively newly landscaped the planted trees are likely to increase in canopy cover. This will be monitored and more whips planted in 2013-2014 if there is space for them to develop.

6 apple trees have been planted in the north west area of the park in 2012 to promote free and healthy food around the play area and a source of food for wildlife. Should these trees be

successfully established, then they will be registered with the GLA as a part of the London Orchards Project.

Some of the benefits of tree, scrub and shrub cover are:

To provide habitats and food sources for fungi, insects, birds and mammals,

To provide feeding/foraging areas and nesting/roosting sites for protected birds and bats.

To provide ecological services such as cooling London in summer, reducing wind speeds, reducing particulates and dust in the air, and helping to mitigate for extreme climate fluctuations i.e. flooding.

To provide landscape continuity, aesthetic diversity, noise buffering, a calming effect, to create shade and privacy and heritage and scale.

To lock up carbon and potentially provide fuel and other useable products locally such as mulch or dead wood habitat.

Trees and canopy cover of particular ecological value in Norland North Open Space are:

The large established willows in the centre of the park that are food sources for caterpillars, small spring pollinators and open crown nesting birds.

The mixed shrub border on the eastern boundary containing dog rose, gorse, hazel, sloe, holly, dog wood and guelder rose. This mixture provides year round interest to various species and a good tight canopy for smaller nesting birds. The flowers are pretty and accessible to short- and long-tongued species, and the fruits highly attractive in early autumn for migrating species too.

There are a few oak and birch saplings that are establishing which may eventually provide habitats for up to 500 associated species between the two tree species.

There aren't any invasive tree species within the park and it is not intended to introduce any such as Ailanthus.

All of the trees within the park have open flowering structures that are available to insects, there aren't any double flowered cultivars that preclude nectaries.

Zone 5: Mixed shrub and herbaceous borders.

These areas are of high aesthetic value on eye level, but are also planted flower species that are not invasive, many native attractive perennials and free flowering periods providing nectar and pollen sources for at least 9 out of 12 months. The areas are mulched with organic matter produced in the borough. The mulched areas help to increase the soil biota on which large species predate. The mulch helps in these ways:

To make maintenance easier and lower pesticide usage.

Plants not only grow stronger but also for soils retain more moisture.

Soils have a better structure (with bacteria, fungi and worms assisting) for root growth and gaseous exchange.

Organic matter helps to buffer and regulate for rain contaminants and reduce the likelihood of soil acidification over time.

Fauna and Mycology in Norland North Open Space.

Any site requires a survey to know what is present. It is intended that some basic fauna surveys are committed 2013-2014 to inform the management process of the park.

The loggery area is a welcome ecological benefit to the park and will increase in value over time for beneficial saprophytic bacteria and fungi to drive the food chain. Equally the addition of organic matter as a mulch will provide a wide and varied stable habitat for beneficial bacteria and fungi and should increase the soil biota.

Nesting birds and roosting bats choose their own sites and territories depending on food availability, territory, predation etc. In a park setting, it is acknowledged that nesting opportunities are limited due to types of vegetation or buildings available, the need for managing for mixed usage and access. To increase the opportunities for birds, bats and insects it is hoped that bird boxes and bat boxes will be erected over the coming year and that insect boxes are erected to increase hibernacula potential on younger trees.

The following species have been seen in the park and are protected under section of the Natural Environment and Rural Communities Act 2006;

<i>Pyrrhula pyrrhula subsp. pileata</i>	Bullfinch
<i>Turdus philomelos subsp. clarkei</i>	Song Thrush
<i>Passer domesticus</i>	House Sparrow
<i>Pipistrellus pygmaeus</i>	Soprano Pipistrelle

Although the majority of the site is shorter lawn area, there aren't any pesticides applied here and the areas are small enough for most terrestrial species to cross to other habitat. The dog walking in the park can lead to soil being enriched by foecal matter which can cause grasses to put on additional growth and physically and chemically reduce species content.

<u>Habitat/ Species</u>	<u>Recommendations/Target</u>	<u>Actions</u>
Zone 1	To plant with suitable species Autumn/ winter 2013-2014	To consult 2013 To procure
Zone 2	To plant with suitable species Autumn/ winter 2013-2014	To consult 2013 To procure
Zone 3	To continue maintenance	To monitor
Zone 4	To continue maintenance	To monitor
Zone 5	To continue maintenance	To monitor
Fauna	To acquire survey data To work to procure bird/ bat/ Insect boxes	LBHF to survey 2013-14 LBHF 2013-2015