

[2008-18]

Normand Park Management Plan



**10 years
Management and
Maintenance
Plan**



■■■ Normand Park ■■■

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1 Introduction

In 2006 the London Borough of Hammersmith and Fulham commissioned Kinnear Landscape Architects to redesign Normand Park with the vision of working with “the local community to create an innovative, attractive, safe, user friendly and high quality green space that will act as a real focus that reflects the character of the area”, in line with council’s vision for the future of its parks, as outlined in borough’s ‘Parks and Open Spaces Strategy’.

The new Normand Park was opened in summer 2008 and has received critical acclaim notably the Landscape Institute award for 1-5 Ha Landscape Design in 2009 and Green Flag Award in 2010.

This plan has been produced to provide an overview of the vision, aims and objectives for Normand Park and to describe how these should be achieved throughout the life of the park through its long term maintenance and management.

The background to the design is summarised, including the park’s history, consultation and other important considerations such as safety, dog owner responsibility, community involvement, pride and ownership.

Aspirations for the park such as continued community involvement, events and activities and achieving Green Flag Award status are described.

There are detailed descriptions of character and maintenance areas and schedules setting out items to be inspected and maintained within each. An action plan and ten year management schedule highlights activities to be considered in the longer term.

Suggestions for how park management should be reviewed are detailed in the ‘Monitor and Review’ section at the end of this document.

This report is to be read in conjunction with the London Borough of Hammersmith and Fulham (LBHF) Contract for Grounds Maintenance Services Specification and the Park Health and Safety File.

This management plan is not exhaustive.

As the park matures there will be issues that come to light that need to be addressed. As well as being actively implemented it is essential that this strategy is reviewed and updated to ensure Normand Park remains well cared for, well used and loved.

1. Creating a Welcoming Space;
2. Providing a Park that is Healthy, Safe and Secure;
3. A Park 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

1.1 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
5	ARD contracted inspect & repair play areas in council parks including Normand Park	All park facilities and features to be maintained providing a safe, secure and inclusive space	2009	Revenue	£25,000 (council wide)
11	Grassy mounds in open grassy area retrofitted to protect grass, prevent erosion and provide long term solution to very high usage of mounds.	Ensure high standards of maintenance for play areas, lawns, bedding areas, trees and shrubs, user facilities and park and water features.	2010	Capital	£12,000
19	Retrofitting of gardens beds in Community Garden to raise beds from ground level to make beds easier to tend and help protect from trampling and pests.	Protect and Enhance the Biodiversity value of the park.	2010	Capital	£9000
23	Expanded program of community events and activities in response to wants of community.	Identify users and encourage them to participate in the development and management of the park	2010	Revenue	£7500
27	Memorandum of Understanding between the Friends of Normand Park at the council agreed to and signed off.	Ensure that Memorandum of Understanding for Friends Group is adopted fully.	2010	Officer time	
33	Development and launch of Friends of Normand Park website and associated online membership joining form, database and newsletter templates.	Encourage greater user ownership and involvement in facility management to promote responsible use	2010	Officer time	

2 Strategic Context

2.1 Introduction

This Management Plan articulates the vision for the improvement and management of Normand Park and provides detailed objectives and action plans to direct Hammersmith and Fulham 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.

2.2 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.

2.3 Parks and Open Spaces Strategy

Hammersmith and Fulham's Parks & Open Spaces Strategy encompasses 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, and 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 and the Residents Survey (2008).

The Parks and Open Spaces Strategy will provide 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 Building Schools for the Future, the Play Builders project; Neighbourhood Renewal Areas and the Local Area Agreements;
- Working with partners such as Groundwork West London, and the Thames Strategy (Kew to Chelsea).

2.4 Significance of Normand Park

As one of the borough’s Flagship Parks, Normand has a variety of facilities and features that assist the Council in delivering the **Borough of Opportunity**.

The table below illustrates how Normand Park contributes to Hammersmith and Fulham’s wider strategic objectives.

Table 2.1 Normand Park 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 Area and activities	Green Dog Walkers programme.	Natural Habitat and ecology improving local water, soil and air quality.	Sports facilities including football and basketball.	Bespoke quality site furniture.
Local History and Heritage	Inspected and well-maintained facilities.	Accessible by Public Transport	School Use of Sports Facilities.	Tea Kiosk
Community Gardening.	Good policies and facilities for safe dog walking.	Good pedestrian access to all parts of the site.	Safe and accessible paths.	Accessible facilities for people living with disabilities.
Historical interpretation.	Parks Constabulary Patrol.	Enhancing local urban amenity.	Play Area	Good quality toilets
Community Development Officer on site	Friends of Normand Park	Quadron operative onsite.	Table tennis, BMX area	Interactive lighting.

The Normand Park Management Plan is the method by which the Parks Department deliver the objectives set out in the Parks and Open Spaces Strategy.

3 Normand Park Site Information

3.1 Site Details

Name	Normand Park
Address	Lillie Road, Fulham, London SW6.
Contacts	General enquiries: 020 8753 3226 or parks@lbhf.gov.uk Friends Group: hello@friendsofnormandpar.co.uk www.friendsofnormandpark.co.uk Normand Park Office, for Community Development Officer and Friends of Normand Park enquiries: 0207 381 4196 Community Development Officer: normandpark@lbhf.gov.uk
Web	www.lbhf.gov.uk
Grid Reference	TQ 224 790
Designation	Public Open Space
Ownership	London Borough of Hammersmith and Fulham
Size	2.1 Ha
Type	Flagship Park
Legal Interest	
Byelaws	See appendix 6
Access	Unlocked site. Open 24 / 7 Except children's playground Monday – Friday ; 0730 to dusk Saturday, Sunday and Bank Holidays 0730 to dusk
Local Facilities	Play areas Tea Kiosk All weather pitch Tennis courts Toilets (fully accessible and children's) Historic feature Community Garden Bowling Green Table tennis tables Skate & BMX area
Transport	Tube: District Line, Barons Court, West Brompton Buses: 74, 190, 430
Parking	On street pay and display parking in adjoining streets

4 Key Site Information and Description

4.1 Location

Lillie Road forms the southern boundary of the park and Clem Atlee Estate lies to the south. There is terraced housing north of the park. Two schools are located nearby: St. Augustine's Catholic Primary School to the west and Normand Croft Community School for Early Years and Primary Education on the east, separated from the park by Mulgrave Road.

Normand Road runs along the north of the park separated by the Normand House wall.

Fulham Pools lies in the north western corner of the site where there is a gymnasium, pool, tennis courts, cafe/snack bar and car park.

A council depot is tucked into the park along its northern boundary. It is accessed from Bamber Road. The park can be accessed from its south western corner.

There is a bowling green within the south eastern corner of the park at the junction of Mulgrave and Lillie Roads. There is a path beneath mature trees around the eastern and southern edge of the bowling green against Mulgrave and Lillie Roads.



Location Map of Normand Park

4.2 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.

Normand Park 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.

4.3 Hydrology

Park falls under the general river Thames water basin. There are no surface water courses or bodies.

4.4 Trees, Flora, fauna and Nature Conservation

New planting in the park includes trees, hedges, small areas of shrubs, ground cover, bulb planting and different grassed areas. They have been chosen to provide structure to the park, screening in some locations, food and habitat opportunities for wildlife and colour and interest throughout the year.

Trees

New trees build on the existing wide variety of existing mature trees that have been retained.

Orchard trees have been planted in celebration of the history of the site. The trees are old varieties of orchard trees that were sourced through the head gardener at Fulham Palace. They are located in the Plaza and Community Gardens.

Trees on mounds: a selection of specimen trees sit on the mounds in the open grass area. The species include *Platanus orientalis* (Oriental Plane), *Prunus sargentii* (Sargent Cherry) and *Platanus acerifolia* (London Plane).

- A row of *Pinus sylvestris* (pine) offers shade to the plaza garden.

Hedges and Shrubs

There are three types of hedges in the park: *Carpinus betulus* (Hornbeam) hedges along the fence to Lillie Road and by the shrub planting outside Fulham Pools, a *Malus 'Evereste'* hedge (Crab Apple) to the tennis court fence and to the depot area and mixed fruit hedge in the community garden.

Native species were chosen which included hawthorn to improve ecological value as well as a natural barrier for site management.

Ground cover

There is a sedum and herb mix to the western edge of the Play Path.

Bulb planting

There were bulbs planted beneath the mature trees along the Bowling Green Walk in autumn 2008 by Balfour Beatty's soft landscape contractors. Further bulb planting was carried out in 2010 around the boulders in the grassy area outside Virgin Active. Volunteers planted purple bulbs as part of 'Focus on the Crocus', a campaign organised by Rotary to raise awareness of Polio.

Grass

There are three different types of grassed areas in the park: a good quality standard turf, reinforced turf to the informal play area and wildflower turf to the raised planters in the Plaza Garden, a section in the informal play area and a stripe running along the Play Path from Fulham Pools to the park hut and along the perimeter fence to Lillie Road. There are several different maintenance regimes for grass maintenance.

4.5 Facilities and Features

Normand Park provides a range of facilities and services for formal and informal play, sport, recreation and educational opportunities for all ages.

Youth Facilities

The park serves a mixed community with a range of income and ethnic groups represented. There are high numbers of young people (16-25 yrs) and elderly people (over 65 yrs) living in the area. The park provides a good range of facilities for Young people particularly in the formal sports areas such as table tennis tables and all weather football pitch. We recognise that young people often visit the park informally to socialise and play informal sports and games and this has been incorporated into the design of the park. There is ample seating where they can interact with other users of the park.

A dedicated skate and bmx practice park, popular with teenagers is located at the rear of the children's play area.

Children's Facilities

There is a designated children's play area which caters for a wide range of users and abilities. In addition the park is designed to encourage more informal play - there are opportunities for play using natural landscaping through- out the park such as mounds.

Sports Facilities

The public health benefits of participating in sport and physical activity are well known and form an important priority of the Hammersmith and Fulham Community Strategy 2006 - 2015. Sports facilities at Normand Park are of good quality and are promoted to the wider community by the Sports Development Team. Tennis Courts are bookable through Virgin Active. The variety of organised and casual activities available to local residents and visitors encourages people to participate in healthy active lifestyles and to enjoy interacting with other members of the community.

Sports Facilities in Normand Park include:

- All Weather Football Pitch;
- Tennis Court x 6 available to community through Virgin Active;
- Basketball Courts x 1;
- Table tennis tables x 2;
- Young persons BMX and skate area;
- Bowling Green.

Jogging and informal sports are also popular in Normand Park. There is also a growing community of fitness and personal training which is very visible in the park which includes Power Pram classes, Yoga and Tai Chi. The council actively encourages all healthy lifestyle choices and is looking at innovative ways to get involved in healthy activities such as orienteering.

Out door Furniture

The park contains benches, tables and chairs and directional signs which all contribute to the usability of the park.

Car Park

Car parking facility not available for the public within the Park. There is pay and display parking on the adjoining public roads.

Public Telephone

A public telephone is available on Lillie Road.

Toilets

Children's and fully accessible unisex toilets are located at the Tea Kiosk.

4.6 Recent History of the park

Prior to its renovation the park was divided into distinct and separate zones by planting and railings. A poor relationship between the park and its wider context, poor natural surveillance, uninviting entrances, unclear and unsafe routes, redundant buildings, poor quality materials, and a lack of lighting meant the park was under used. The lack of use led to major safety issues.

The park incorporated an open grass area, an octagonal paved area; toddlers' and younger children's play area, a disused One O'clock club, disused public conveniences, older children's play area, a dog exercise area, a bowling green and a quiet garden.

Toddlers' and younger children's play area

There was a lack of natural surveillance here, with the high Normand House wall creating a visual and physical barrier to the north and east. Thick vegetation behind the play area fence created a visual barrier to the Fulham Pools tennis courts west of the play area. South of the play area the former 1 O'clock club building and a shelter formed another visual barrier.

Quiet garden

The quiet garden to the park's northeast felt isolated. Narrow entrances and overgrown vegetation obscured views, making it feel unsafe.

Octagonal paved area

This paved area was central to the park but felt secluded. The disused One O'clock club, dense vegetation to all sides and the shelter blocked views and made hiding places.

Dog exercise area

This was unattractive and under used. It excluded non dog owners from the area.

The New Normand Park post 2008

The main objectives for the new Normand Park were to improve the park in line with the requirements of LBHF's brief, the Parks & Open Space Strategy, the desires of the community & the Green Flag Award Criteria. The main objectives that have been achieved are described throughout this document.

4.7 Present User profile

Normand Park is an extremely popular park that serves a variety of users from all backgrounds. The mix of features and facilities and good transport links ensure that the park is a destination for residents in Hammersmith and Fulham.

The park serves a mixed community with a range of income and ethnic groups represented. There are high numbers of young people (16-25 yrs) and elderly people (over 65 yrs) living in the area.

Often seen in the park are young people socialising with friends, parents and grandparents accompanying children to the play area and dog walkers.

Further information on park uses and user profile is in appendix 8

4.8 Management

The Parks and Recreation Team, located in 77 Glenthorne Road, coordinate the management of Normand Park and green spaces across the borough. They are guided by the Open Spaces Strategy as well as the Parks Asset Management Strategy and Plan which are both currently being developed.

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 *Head of Parks and Recreation* is the head of service and oversees 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 Parks and Open Spaces and delivering improvement projects in open spaces. *Parks Project Officers* work with local stakeholders, including Friends of Parks Groups to ensure that parks meet the current and future aspirations of all users.

Grounds Maintenance operations are managed by the *Parks 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 Normand Park. The same dedicated work group based in the park generally carries out the day-to-day management and maintenance. Quadron Service's Area Managers oversee a static workforce of 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 Park's users.

The Parks Constabulary, based at Glenthorne Road, Hammersmith, patrols the Park and are responsible for enforcing the Park Byelaws and providing a visual presence enhancing the sense of safety and security in Normand. They are also responsible for locking and unlocking the park, resolving disputes and issuing fixed penalty notices for failing to pick up after dogs, littering and antisocial behaviour.

Community Development Officer

A three year post funded by the NDC and section 106 contributions to enhance community engagement has provided an officer to deliver a programme of events as well as be an active presence in the park. The remit of the community development officer also includes environmental educational awareness, monitoring of site and management of a community garden.

4.9 Stakeholders

The Friends of Normand Park

The Friends of Normand Park is a group of dedicated local residents who have a passion for the park and are committed to ensuring the park is loved and used by the whole community. The Friends of Normand Park run the onsite Tearoom that is entirely staffed by volunteers from the Friends. The Tearoom is not-for-profit and all proceeds go back into running community activities and events at Normand Park.

The Friends were instrumental in the park's design and are closely involved in the day to day management of the new park. The Friends work closely with the Park's Community Development Officer to organise community events and activities in the park and ensure it is well used and loved by as many people in the community as possible.

Normand Park Community Garden Group

The Normand Park Community Garden Group sits under the umbrella of the Friends of Normand Park. The Park Community Development Officer facilitates this group and is working with them to become self sufficient. This group provides an opportunity for those without gardens to have space to grow plants and social networks for those interested in gardening and volunteering. The group works in partnership with the Hammersmith Community Gardens Association on items such as gardening workshops, advice and trips to other gardens.

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Activities and Events

A number of engaging community events takes place in Normand Park and some of them are listed below . The community events are aimed at getting the community into their local park, help forge community links and encourage ongoing positive use of the park

- Community Garden meetings & workshops
- Easter egg hunt and tree felting activity
- Friends of Normand Park Table Top Sales
- Tai Chi
- Normand Park Dog Show
- The Big Lunch Picnic in the Park
- Summer Basketball Camp & youth activities
- Disability Sports Day
- Community Garden volunteers PYO trip
- Friends of Normand Park Summer Festival
- Youth Football Competition
- Halloween activities
- Polio awareness bulb planting day
- Carols by Candlelight

4.10 Leases, Covenants and Legal Interest

Registered owner is LBHF. Freehold registered title no BGL7287.



Photograph: Mature trees in the Community Garden area at Normand Park 2010

5 Vision

“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 What We Want to Achieve

This section presents the aims and objectives for Normand Park from 2008 – 2018. 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 Park, 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 park. They define our intentions for achieving the vision for the park.

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

The Key Green Flag Criteria are:

1. Creating a Welcoming Space
2. Ensuring the Park is Healthy, Safe and Secure
3. Keeping the Park 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 Normand Park 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 and the Parks Asset Management Strategy.

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 Park

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 park; and*
- *Equal access for all members of the community.*



6.1.1 Current Condition and Issues

Transport Options

Normand Park's location is accessible to the North Fulham and wider community using a variety of transport modes. There is limited pay and display parking available in the surrounding streets. Visitors travelling by London Underground have a 10-minute walk from Barons Court Station on the District Line or West Brompton Station on the Wimbledon Branch of the District Line. The nearest bus stops, towards Hammersmith are approximately 2 minutes walk across the road from the Lillie Road entrance. Bus routes run frequently Monday to Sunday.

Pedestrian Access

Pedestrian access to Normand Park is through entrances at five points around the park.

The main pedestrian entrance is located on Lillie Road on the southern boundary of the site. A broadwalk leads north to the exit on Normand Road.

A gated entrance is located on Mulgrave Road on the eastern boundary of the site allow access to the community garden. Another entrance is located on the south west of the site allowing pedestrian access for visitors to Virgin Active.

Signage and Information

To ensure visitors know where they are and what facilities are available for their enjoyment, new interpretive panels and notice boards were developed and installed at key locations in Normand Park.

Signs are installed at each park entrance. They outline park do's and don'ts such as keeping the park tidy and the requirement that park users use the bins dog bins

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provided and that cyclists dismount and walk their bikes through the park. The signs notify park visitors there are CCTV cameras in operation and that BBQs and fires are not permitted. The Parks Constabulary number is displayed.

A sign showing a plan of the park is installed at the entrance on the corner of Bramber and Normand Road. It describes amenities, entrance locations, directions and distances to local transport. The history of the park is outlined. The Play area has separate signage informing users on the playground's age restrictions, safety precautions and contact details. There are a further four notice boards located throughout the park, one on the fence at the intersection of the central paths, one next to the Tearoom serving window, one next to the park office door and a dedicated one for the community garden on the fence near the raised planters. These notice boards are used to display up to date information such as key contacts, details of up coming events in the park and local community groups. In addition there are several temporary A3 notice boards that can be moved around and used to further promote community activities and events in the park.

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 park. The Signage Improvement project aims to remove this unnecessary clutter to improve the welcoming feel of the park and encourage responsible park use through a consistent information format. Fly posting is also a significant issue in the borough's parks. This is addressed in the next chapter of the management plan.

Access, Site Facilities and Furniture

In the design of the park careful consideration of the Disability Discrimination Act was taken and barriers to access were addressed. Quality footpaths link all areas and points of interest in Normand Park. The sporting facilities and other features are accessible to varying degrees for visitors with pushchairs or those in wheelchairs or with other mobility impairments. Good quality benches, waste bins and dog bins are located conveniently around the site. The design and condition of shrub beds, planting, trees, facilities and features in Normand Park contribute to the visitor experience and satisfaction with the open space.

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 park and provide more directional and interpretive signs within the park.
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, 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						
	Gap up existing boundary hedging	2011	Parks Op	TBC	Revenue	
Objective 2. Improve signage in the surrounding neighbourhood to the park and provide more directional and interpretive signs within the park						
	Review street signage	2011	Parks	0	Revenue	yes

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#	Description	When	Who	Budget (£000)	Source	Secured
			Dev			
	Introduce interpretive signs for wildlife areas	2011	Parks Dev	£2K	Capital	Yes
Objective 3. Meet the accessibility requirements of all users						
	Review DDA audit for site	ongoing	Parks Dev	0	Revenue	yes
Objective 4. Provide everybody with a range of high quality, well-maintained and relevant facilities that are accessible, safe and clean.						
	Develop customer feedback form for reporting issues	2010	Parks Dev	0	Revenue	yes

6.2 A Healthy, Safe and Secure Park

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 park must be a secure place for all members of 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: Retrofitting of grassy mounds in open area at Normand Park 2010

6.2.1 Current Condition and Issues

Asset Lifecycle Management

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 that will also feed into asset specific lifecycle management. 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.

This new Asset Management Plan includes Lifecycle analysis which will continue to highlight the most effective and safe outdoor furniture for parks over time. The primary assessment undertaken is planned to be repeated every three years to pick up on slowly failing assets and any assets that may be missed by other teams patrolling the parks on a more regular basis.

6.2.2 Inspection Regime

The Parks Constabulary undertakes visual inspections daily and Ground Maintenance Monitors inspect the condition of footpaths, waste bins, benches, planting and fencing monthly. The condition of seats, litterbins, etc is undertaken on a daily basis by Parks Constabulary. Items posing an immediate safety threat are cordoned off. Unsafe facilities are repaired or replaced as soon as possible to ensure user safety and discourage vandalism.

Equipment, facilities and park infrastructure are of high quality and are inspected regularly by Grounds Maintenance Monitoring Officers to ensure their safety for users. Quadron Services Limited are contracted to report defects on a weekly basis.

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

6.2.3 Play area safety

Normand Park's new play areas were designed in accordance with BS EN 1176-1:1998 'Playground equipment- Part 1: General safety requirements and test methods'.

Prior to the opening of the park ROSPA checked and approved the play areas. ROSPA will continue to inspect play areas annually.

Specialist detailed inspection and repair service is carried out monthly, by ARD Playgrounds, to check moving parts, structural fatigue and wear and tear of play equipment and furniture, although LBHF's maintenance contractor Quadron Services limited is responsible for daily inspection and maintenance.

Future safety checks and requirements for the cleaning and maintenance of surfaces in play areas are highlighted on the management schedule.



Photograph: Youth football competition at Normand Park 2010 to encourage healthy lifestyles and community participation.

6.2.4 Safety and Security of Parks Visitors

Crime Prevention Design Advisors from Hammersmith Police Station were consulted throughout the Normand Park refurbishment. Safety considerations remain key during maintenance operations, bearing in mind the requirement to maximise transparency, minimise hiding places and blind spots and unlit areas where possible, especially around footpaths.

The park has been designed in accordance with ‘Secured by Design’ guidelines, which stress the importance of natural surveillance for the prevention of crime and reducing the fear of crime. The greater the level of use of the public space the greater the degree of natural surveillance.

Open views have been created to allow surveillance and main routes have been formed so there are clear views from either end.

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 permanent grounds maintenance staff based on site. There are however, minor problems with graffiti and vandalism that occur occasionally. These events often occur outside normal visiting hours.

The most sustainable solution for future safety and security in the park is to ensure that Normand Park is a well-used and respected facility. With trained on site staff and sensible management of planting and trees, H&F can 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 park. Our partners in this goal include:

- Quadron Services Limited;
- Serco Limited (share the depot yard)
- Parks Constabulary;
- Local Metropolitan Police Beat Manager;
- Safer Neighbourhood Teams.

Involvement and respect between managers, users and enforcement agencies is very important for the continued effective management and enjoyment by all.

Maintenance work is undertaken frequently. There are facilities for staff in the depot yard on Bramber Road behind the Community Garden. Contact information is available on the notice boards and Grounds Maintenance Staff are able to respond quickly to any relevant issues arising.

Lighting & CCTV

Lighting is installed to main paths as the park is accessible 24 hours a day. Interactive lighting has also been installed. Light column positions are indicated in section 2.10.

CCTV cameras have been installed and are positioned to so there is maximum coverage of the park. The CCTV is monitored by LBHF’s CCTV team.

- ‘Secured by Design’ principles are retained.
- Natural surveillance, transparency and views into and out of the park are maintained.
- Responsible dog ownership is enforced.
- Hiding places and blind spots are minimised.
- Planting does not crowd footpaths.
- Shrubs and hedges are maintained below eye level.
- Lighting is maintained to prevent dark spots.
- Responsible dog walkers are encouraged as they offer natural surveillance in early mornings and in the evenings.

- Fear of crime is reduced.
- Anti social behaviour is reduced.
- Contact with Park Constabulary and Safer Neighbourhood Teams is maintained.

Water quality

The water features are connected to the mains water supply and have been designed so there is no standing water. The park is irrigated using water from a rainwater harvesting tank near Fulham Pools. Water quality is tested on a regular basis.

Contamination

Despite having been used as a public park since 1952, the site's history and previous uses led to some site contamination issues that were dealt with during the renovation works.

During the construction of the park, asbestos was discovered in the locations shown on the plan to the left. In accordance with the agreed Asbestos Abatement Strategy it was buried beneath the new play path at the entrance to the community garden, as indicated. Care must be taken during any future works to avoid excavation in these locations.

6.2.5 Parks Constabulary

The Parks Constabulary was established to reduce crime and antisocial behaviour in the boroughs parks and open spaces. The team is comprised of 1 Inspector, 20 Constables and 3 Sergeants providing a uniformed patrol service for the borough's 54 parks, open spaces and cemeteries. There is a dedicated Parks Constable for each site who has in-depth local knowledge of the site issue and also to build closer liaison with residents.

The constabulary operates 365 days a year. Patrolling commences at 6am daily and finishes at 12.30am during the summer months and at 10pm during the winter months.

The parks constabulary's duties include:

- Locking and unlocking 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;
- Security at park events such as fireworks, the University Boat Race and flower shows;
- Assisting with the Junior Citizens' Project;
- Training the borough's street wardens;
- Attending park user group meetings;
- Safety checks on play equipment;
- 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;
- Rounding up of stray dogs within parks.

■■■ Normand Park ■■■

Enquiries about our Parks Constabulary should be directed to:

Inspector Stan Davies
 77 Glenthorne Road
 London
 W6 0LJ
 Telephone: 020 8753 5999
 Fax: 020 8753 1500
 parksconstabulary@lbhf.gov.uk

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.			

Constabulary Enforcement Activity in Normand Park

Normand Park is one of the busiest parks in the Borough and as such a large amount of Constabulary patrol is directed to the park. Although there is not a permanent member of the Constabulary based there, staff are directed to patrol there regularly.

Even though it is a very busy park, since the 1st June 2008, only 12 crimes have been recorded as being committed within the park, this is possibly due to the high profile patrolling that the Constabulary provides. To date, some 180 "incidents" have been generated from within the park both from members of the public and staff. These range from reporting graffiti, annoyance by other park users, to dealing with health and safety issues such as discarded hypodermic needles.

In addition to the above, constabulary officers carry out daily playground inspections on the play areas to check for any defects, thereafter reporting any faults accordingly, should any problem be found to be in need of immediate attention, staff will arrange for a particular piece of equipment to be cordoned off.

Staff also deal with problem dog walkers and have the ability to issue Penalty Charge Notices if required for failing to pick up dog faeces; dogs in prohibited areas as well as littering. Since 1st June 2008, 4 PCN's have been issued for dog fouling, 2 for dogs in a No Dogs area and 1 for littering.

Normand Park has seasonal issues particularly with it being an occasional congregating place for street drinkers. The Constabulary has been very effective in minimising this issue prior to it being a public concern on a daily basis.

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 park as required. Staff also regularly attend meetings of 'Friends of' and 'User Groups' of Normand Park.

Dogs & Encouraging Responsible Dog Ownership

Dog walkers represent 20% of visits all visits to parks across Hammersmith and Fulham. Therefore the safety of parks users relies heavily on responsible dog owners and effective enforcement against dog fouling, irresponsible owners and dangerous dogs.

The main children's play areas are designated dog free areas in Normand Park to protect the health and safety of children from dog fouling and dangerous dogs. There are also dog free areas for people to enjoy in the bowling club.

The control of Dogs in the borough is the responsibility of the Parks Constabulary. 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.

The Community Development Officer (CDO) works the Friends of Normand Park and members of the community to promote responsible dog ownership and ensure enforcement action is being under taken by the relevant agencies. The CDO initiated the Green Dog Walkers pilot. Green Dog Walkers aims to be a positive way of promoting responsible dog ownership in the park and sites under the umbrella of the Friends of Normand Park. The CDO works in partnership with the Friends of Normand Park and a range of agencies including the RSPCA, Mayhew Animal Home and Blue Cross to organise the annual Normand Park Dog Show. The show is an innovation started by the CDO that aims to be a positive way of promoting responsible dog ownership in the park and well as encouraging and rewarding existing responsible owners. Education is a key part of the show with agencies on hand to talk to owners about topics ranging from the Dog Control acts, importance of picking up after your dog, micro chipping and appropriate vet care.

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. They also visit properties where we have been made aware of a dog related welfare complaint or environmental concern such as fouling or noise or where they suspect a banned type dog is being kept.

Health and Safety around trees

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 park users (e.g. trying not to obscure lamp columns or obstruct emergency access routes.) The management of individual trees is also important to ensure the safety of the public (e.g. to ensure they have no major defects such as fungal decay that might cause structural failure of the trunk or branches.) Pruning of park tree branches where these might obstruct the adjacent highway or paths and play areas within the parks 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, allow for 'foliage free' views as CCTV's scan the area and to make it easier for pedestrians to pass. During storm conditions parks are usually closed to prevent public access for safety reasons.

6.2.6 Quadron Services Limited - Health and Safety Policy Statement

Quadron Services undertake the operational management and maintenance of the Borough's parks 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.

The Company also recognises that Health & Safety is amongst the measurable indicators of overall business performance, and will therefore constantly seek to improve its 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 Company.

The Company will, so far as is reasonably practicable:

- Provide and maintain work equipment and systems of work that are safe and without risks to health;
- Ensure that articles and substances are used, handled, stored and transported safely and without risks to health;
- Provide at all levels information, instruction, training and supervision so that all employees are competent to carry out their duties and responsibilities;
- Ensure that all workplaces under the Company's control, including means of access thereto and access there from, are safe and without risks to health;

- Provide and maintain a working environment which is healthy, safe, without risks to health, and which has adequate facilities and arrangements for the welfare at work of employees;
- Conduct its business so that other persons (e.g. contractors, visitors and members, of the general public) who may be affected by the Company's activities, are not exposed to risks to their health and safety.

The Company will take reasonable steps to ensure that our employees fulfil their statutory responsibilities:

- To take care of their own health and safety and that of others who may be affected by their actions;
- To co-operate with the Company in matters relating to health and safety; and
- To take care of anything provided in the interests of health and safety.

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.

6.2.7 Encouraging Healthy Lifestyles

Hammersmith and Fulham has developed the Sport, Health and Physical Activity Strategy to provide a plan that encourages healthier communities through getting involved in sport.

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.

The Sports and Physical Activity Strategy sets out the Council's plans to:

- Promote and encourage participation in sport and physical activity and the involvement of local people in the staging of the Olympic and Paralympics London Games in 2012.
- Use sport and physical activity to assist people in improving their physical and mental health through the adoption of healthier lifestyles.
- Create pathways for personal development at all levels in a wide range of sports activities via sports clubs and governing bodies

Normand Park is an important borough facility where Hammersmith and Fulham Council can promote healthy living through the practical provision of new facilities and the continuing improvement and maintenance of existing equipment. The provision of sports and play facilities and is complemented with the many informal recreational uses that occur in the park. Dog walking, walks, links into the walking network all play a role in encouraging healthy living in the area. The Community Development Officer (CDO) runs an equipment borrowing scheme in partnership with The Friends of Normand Park Tearoom. Members of the public can borrow a range of sports and play equipment from footballs and basketballs to table tennis sets and dice and markers to play snakes and ladders.

Safety Information

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

A fully accessible toilet (Radar Key) and children's toilet is located at the tea house. Hammersmith and Fulham Council is responsible for the public toilets in the park. All toilets in the park are cleaned and maintained by Quadron Services Limited.

6.2.8 Objectives

5. All park 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 park and enforce park 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 park staff and visitors.
10. Implement the Health and Safety Policy.

6.2.9 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						
	Ongoing maintenance works in line with existing GM Contract Specification.	Ongoing	Park Ops	Yes	Revenue	Yes
	Monthly performance inspection by Grounds Maintenance Monitoring Officers for KPI reporting.	Monthly	Park Ops	Yes	Revenue	Yes
	Four inspections by Small Works Team.	4 times a year	Small Works	Yes	Revenue	Yes
	Water quality checks on underground reservoir	quarterly	small works	yes	Revenue	yes
	Audit of park facilities and features	Annually	Parks Ops	Officer 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.						
	Schedule regular meetings with stakeholder groups	20010/11	Parks Dev	Officer Time	Revenue	Yes
	Encourage use of GreenSTAT to gather information about issues in the park	2010/11	Parks Dev	0.5k	Capital	Yes
Objective 7. Address all safety issues addressed promptly and effectively through timely monitoring and reporting						
	Use of CONFIRM system to record and allocate reported safety issues within the park to relevant officer to rectify.	Ongoing	Parks Ops	Officer time	Revenue	Yes
	Quadron Services Limited H&S reporting of incidents as and when and depot H&S inspection.	Ongoing	Quadron			
	Ensure complaints are addressed promptly.	Ongoing	Parks and	Officer time	Revenue	Yes

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			Rec			
Objective 8. Encourage responsible dog ownership through education, provision and maintenance of dog bins, and active enforcement by Parks Constabulary;						
	Review the provision of dog area and dog free areas across the borough.	2010/11	Operations	Officer time	Revenue	Yes
Objective 9. Enforce safe working practices to protect all park staff and visitors						
	Review buildings and depots – checks for Fire, H&S, electrical etc.	2010/11	Operation	Officer time	Revenue	Yes
	Safety Review of all vehicles and plan used by contractors	Annually	Parks Ops	Officer time	Revenue	Yes
	QSL to work within GM contract specification and existing in house H&S policies.	Ongoing	Parks Ops	Officer time	Revenue	Yes
Objective 10. Implement the Health and Safety Policy						
	Review all staff training and update as necessary.	Annually	Park Ops	Officer Time	Revenue	Yes

6.3 A Well Maintained and Clean Park

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: Normand Park Climbing Walls and Wildflower plantings 2008

6.3.1 Current Condition and Issues

In order to keep abreast of community attitudes 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 parks, open spaces and cemeteries in 2007.

6.3.2 Litter and Waste Management

Normand Park is used extensively by a variety of groups and individuals and litter is a serious management issue, especially during the weekend when the park 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.

Litterbins are invariably emptied on a daily basis and are not permitted to remain filled for more than 24 hours by Quadron Services. Quadron staff also litter pick across the park. 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 parks 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 Normand has a role in demonstrating its feasibility across the parks network. There is a green waste

recycling facility on site near the entrance to the Conservation Area as well as recyclable waste bins adjacent to nearly all the bins.

6.3.3 Inspection and Maintenance operations

Normand Park is maintained to a very high standard. After routine inspections have ensured that the park is safe, secure and tidy by the Constabulary and Park Staff a wide range of maintenance and horticultural operations are undertaken. These activities are summarised in the Maintenance Schedule. Park Staff work regularly with the area grounds maintenance team and our other partners to undertake specific maintenance and refurbishment. A recent site survey developed as part of the Parks Hard Asset management Plan has allowed the Parks Department to undertake a stock take of all hard assets in Normand Park and other parks in the Borough.

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 park.

The borough's tree policy is central to our commitment to make the borough a green and pleasant place. Arboriculture managers maintain the parks trees and work to manage the problems they present through regular pruning. 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. Trees are pruned every three to four years if required, although some larger trees are pruned more regularly. Occasionally trees work is undertaken if they need attention before they are next due to be pruned.

6.3.4 Graffiti

In addition to other inspection regimes the Park's Community Development Officer will report and follow up on any incidences of graffiti to the councils Graffiti Action Team. The Graffiti Action Team in Environmental Enforcement & Protection is responsible for graffiti removal from the borough's parks and open spaces. Racist or offensive graffiti will be removed by the Graffiti Action Team within 24 hours of being reported. All other graffiti will be removed within five working days. Members of the public can report incidences of graffiti directly to the council by going to the councils website, www.lbhf.gov.uk, contacting the Cleaner Greener Hotline on 020 8753 1100 or email cleaner.greener@lbhf.gov.uk. Contact details for Clean Greener are displayed on the Key Contacts poster in all the large notice boards at Normand Park to enable volunteers and the community to report incidences of graffiti directly to the council.

6.3.5 Flyposting

"Flyposting" is a management issue in Normand Park and across the rest of the network. 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 park.

In order to reduce the prevalence of fly posting the Parks 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. Unofficial notices are removed by the Community Development Officer (CDO) regularly in Normand Park. A more robust policy is currently under development.

6.3.6 4.3.2 Objectives

11. Ensure high standards of maintenance for play areas, tennis courts, lawns, bedding areas, trees and shrubs, user facilities and park 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. Monitor the maintenance programme to ensure improvements can be celebrated and weaknesses addressed.

6.3.7 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.						
	Maintain contract for external play area inspection	2011	parks dev		Revenue	yes
	Transfer of grounds maintenance contract to Quadron	2011	parks dev		revenue	yes
Objective 12. Provide adequate facilities for the disposal of visitor's rubbish and dog waste.						
	Review the provision of recycling and dog waste bins.	2010/11	Parks Ops	Officer Time	Revenue	Yes
	To consider providing larger mobile recycling bins for major events in the park.	2010/11	Park Ops / Events		Revenue	Yes
	Research and implement Borough wide green waste management and maintenance regime	2011/12	Parks Op/Parks Dev			
Objective 13. Discourage vandalism and graffiti through education, innovative design of facilities and building community alliances.						
	Organise more high profile anti-graffiti campaign	2011	parks dev	officer time	revenue	Yes
Objective 14. Monitor the maintenance programme to ensure improvements can be celebrated and weaknesses addressed.						
	Grounds Maintenance monitors to review Quadron Service Contract.	Annually	GM Monitors	Officer Time	Revenue	Yes

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Photograph: Children sandpit and play area at Normand Park 2008

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 park 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: First Harvest from Normand Park Community Garden 2010

6.4.1 Current Condition and Issues

Policy Context

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. Furthermore the Hammersmith and Fulham Community Strategy also stress the importance of delivering a cleaner, greener borough. The Parks and Open Spaces Strategy 2008 is essential in presenting a framework for protecting and improving Hammersmith and Fulham's Parks and open spaces network. These strategies are reviewed regularly with the UDP required to be reviewed by law every 5 years and replaced every 10 years.

Tree Policies

Trees are highly valued in the borough, and every season more are planted where appropriate. The borough's tree policy is central to our commitment to make the

borough a green and pleasant place. The Policy and principles have been developed to guide the management of trees throughout LBHF including:

- Maintaining the existing tree cover in parks and open spaces.
- Planning 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.
- Ensuring new trees planted will survive in the current environment (including the effects of climate change)
- Recognise that trees in parks are a valuable wildlife habitat and ensure that tree management contributes to biodiversity.
- Trees work where this will be detrimental to the health of the tree or tree removals are only undertaken where necessary such as when they are dead, diseased, dangerous or causing a legal concern (such as damage to neighboring properties).
- Ensure that trees are considered as part of development proposals in parks, or when management plans are created or reviewed, to reflect the importance of trees within the parks.

Trees in parks and open spaces are important as they:

- Help to create pleasant surroundings and contribute to park users sense of security and well-being.
- Ameliorate environmental extremes by reducing air temperature in summer and increasing air temperature in winter.
- Intercept rainfall, slow run-off and reduce the risk of floods..
- Improve air quality by filtering particulate pollutants out of the air.
- Play a crucial role in sequestering the atmospheric carbon dioxide that fuels global warming.
- Encourage wildlife.
- Provide shelter and shade for park users.
- Are often the largest trees in a neighborhood.
- Are attractive throughout the seasons helping create a sense of time and place.
- May have historic or commemorative value.
- Can be used as an educational resource.
- Can help define an informal area for play.
- Contribute to local distinctiveness and the visual amenity of the area.
- Improve mental and physical health.
- Reduce anti-social behavior.
- Increase the value of adjacent property (i.e. House prices can be between 10 to 25% higher when near a park)
- Tree Officers ensure that the trees we are planting now will thrive in the face of a changing climate and also help us cope with the predicted warmer temperatures and changes in weather patterns we will experience for the rest of the century. Trees also act as a carbon sink and can help reduce the carbon dioxide levels in the atmosphere that cause global warming.

Air Quality Action Plan Measure 26 of the Air Quality Action Plan 2002-2005 states: Trees in parks help to reduce particulate pollution and we will promote the use of trees to help improve local air quality.

The Biodiversity Action Plan 2004-2006 states that the adjoining nature of trees in parks 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 program of tree planting to provide trees for the future, taking advantage of the fact that parks 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.)

LBHF is committed to ensuring these management techniques are followed wherever possible.

The Unitary Development Plan policy EN26 states: The council will continue to plant appropriate trees in suitable locations. Normally native species should be planted. If felling is necessary trees must be replaced with other suitable species, normally native species. Newly-planted trees must be nurtured until well-established, and subsequently maintained.

Horticulture, Pesticide and Peat Use.

In order to protect the health of Park users, staff and the wildlife of the Park, the Parks and Recreation team have a general policy to reduce the use of pesticides in the maintenance of all parks and open spaces.

The use of pesticides has been significantly reduced from all areas of the Park. Within most of the Park areas weed growth is suppressed with hand weeding, hoeing and mulching. 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.

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 community garden is an ideal location to employ many of the control methods listed here. If successful they could be implemented across the park.

Pests and disease

The Community Garden Group does not use any chemical pesticides in the Community Garden. They have trialled the use of diluted washing up liquid applied to the leaves of brassicas such as cabbages and broccoli to control cabbage moth caterpillars. In other areas of the Park the use of chemical pesticides is kept to a minimum and is always used with full regard to the product recommendations and to the possible effects on beneficial organisms. The use of plant-derived pesticides which have short persistence and low toxicity to birds and mammals is considered where possible.

Biological control

The Community Garden Group uses a number of biological controls to encourage beneficial insects and predators and discourage pests, disease and parasites. Many plants in the garden have multiple benefits, from providing flowers and scented plants, use in cooking and attracting beneficial insects such as bees.

Around the Community Garden an insect wall has been installed and logs have been left to decompose beneath trees along the Lillie Road boundary to encourage insects and birds. Mulch is used in garden beds through out the park to protect the soil, encourage beneficial insects and help suppress weeds. The planting of fruit hedges around the garden has encouraged birds into the garden which subsequently prey on insects, slugs and other pests. The Garden Group is looking at collecting leaves to create leaf piles to create habitat, recycle green waste and encourage predators that will help keep pests under control.

Companion Planting

The Community Garden makes use of companion planting in the garden to discourage pests and encourage beneficial insects such as bees. Plants used in the garden include plants with accessible pollen such as marigolds, Californian poppies and borage to attract aphid eating insects and pollinating bees. Marigolds have been planted as they are thought to produce a scent that deters aphids and whitefly. Nasturtiums have been planting as a trap crop to attract aphids and provide edible flowers. Herbs such as sage, dill, lavender and thyme attract beneficial insects such as bees and are thought to discourage aphids near susceptible plants in addition to their visual amenity and culinary use.

Physical barriers

Physical barriers have been used in the Community Garden to deter pests. Examples are listed below:

- A project was undertaken to raise the remaining garden beds from ground level. This discourages ground level pests and makes the garden easier to tend.
- The use of coffee grounds as a physical barrier to discourage slugs and snails has been trialled around young plants.
- Lavender has been planted at some of the bed ends to protect the beds, help provide a physical barrier to pests, provide visual and sent amenity and attract bees and butterflies.

Weed control

In the garden beds throughout the park mulch is used to protect the soil, encourage beneficial insects and help suppress weeds. Peat based composts are not used at Normand Park or any of the other parks in the borough.

Generally good regular ground cultivation is used in preference to chemical herbicides for weed control. Weeding is carried out regularly to tackle the problem before heavy infestations develop. Where possible weeds are removed before seed dispersal to control further infestations. The application of weed killers is reserved only for real problem situations and the manufacturer's recommendations strictly adhered to.

The Community Garden is cared for by local residents who regularly weed the garden beds manually. Where possible the volunteers attempt to remove weeds before they get the chance to set seed and further spread the problem. The Community Garden Rules and Regulations require plot holders to regularly tend their plot and remove weeds as required.

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 parks sustainably and in line with the needs of people and wildlife.

Biodiversity is taken into account at the design stage of any new tree planting programs in parks.

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 of tree will be used where appropriate.

Although Normand Park does not have any copse of woods, the few wooded areas within our parks are managed sustainably where possible. Such practices would include:

- Encouraging natural regeneration
- Leaving standing decaying wood and fallen timber on site where appropriate to provide a habitat and food source for wildlife

- Encouraging the well-being of desired native species through removal of undesired competing specimens
- Wildflower planting amongst trees when and where appropriate
- Removal of invasive, non-native species to encourage ground flora
- Promotion of biodiversity and environmental education

Tree maintenance techniques and timing affect biodiversity. We occasionally carry out pollarding or coppicing for wildlife. We do not prune trees unless strictly necessary and we time tree work to avoid disturbing wildlife (i.e. we undertake no tree work from March to June.)

Green Waste Recycling & Environmental Procurement

The small volume of green waste from horticultural works (shrub beds and occasional tree work) is transported to the green waste off-facility on-site for composting and reuse around the site. The Community Garden has two compost bins that are used to recycle waste from the Community Garden. Garden volunteers are encouraged to bring kitchen scraps from home to place in the bins. Interpretive signs are posted on the compost bins outlining what can and can not be placed in the bins.

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. The Friends of Normand Park Tearoom sells products such as Fairtrade tea and coffee. The use of reusable crockery is encouraged and paper cups used in place of polystyrene cups for takeaways.

Vehicles and Machinery

Vehicle use in Normand Park is kept to a minimum. All park machinery is used correctly and is maintained to a very high standard. Any hazardous chemicals are safely stored in a lock up on site. The chemical stores have 24 hour a day emergency contact details in line with existing H&S procedures.

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.

Replacement 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.

Water management

Undoubtedly Normand park innovative feature is its water resource management which are described below:

Originally it was hoped the park could be irrigated using water from a bore connected to the tank. A deep borehole was ruled out as it was not affordable at the time of park reconstruction. A shallow borehole was explored but testing revealed high levels of bacteria which meant water could not be used without some form of treatment. Treatment options were explored but were disadvantageous as they required chemical treatment or energy expenditure, making the shallow borehole unsustainable.

A stand pipe connected to the mains water supply is located next to the broadwalk for use during events. The tap in the community garden is connected to the mains water supply, as are the water features.

Watering points are installed throughout the park for irrigation. These are served from a rain water harvesting tank near Fulham Pools. A description of the tank is included in the appendices and the park Health and Safety File. At the time of writing, it had not been determined if regular water treatment would be required. If it is decided treatment is required on a regular basis, this should be included in LBHF's maintenance regime.

The tank combines rainwater harvested from the roof of the Fulham Pools building and mains water. The benefit of this system is that water is recycled but there is a mains water back-up, if required.

The water from the roof passes through two filters to remove debris. Inside the tank there is a pump to pump water around the irrigation system and a float. The mains backup is designed to turn on when the water in the tank falls below 0.20m and turn off once the water level is above 0.5m. This is controlled by the float. This ensures that in dryer summer months the tank can be topped up to ensure there is enough water to irrigate the park but it also optimises the volume of water it can collect when it rains, reducing costs and dependence on the mains water supply. The level at which the float turns on the mains backup is adjustable.

The tank has an over flow so if the tank becomes full then water can flow, via gravity, to the adjacent surface water drainage system.

The park irrigation is a pressurised system powered directly from the mains. If the power supply to the park were interrupted the system would not operate so the park would need to be watered using a bowser or the mains water point on the broadwalk or community garden.

6.4.2 Objectives

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

6.4.3 Management Actions

#	Description	When	Who	Budget (£000)	Source	Secured
Objective 15. Ensure environmental policies are in place, implemented and reviewed annually.						
	Update Biodiversity Action Plan and implement key actions.	2009/10	Parks Dev / BAP Group	Officer time	Revenue	Yes
Objective 16. Reduce on site pesticide use						
	Agree 10% reduction of pesticide use and monitor implementation.	2009/10	Park Ops / Quadron	Officer time	Revenue	Yes
	Ensure all mulching of site is completed	March 2009	Park Ops	3k	Revenue	Yes
Objective 17. Recycle green waste						
	Improve existing green waste recycling facility within the park to provide contractor with mulch and compost.	2009/10	Park Ops	3k	Revenue	Yes
	Where possible wood from arboriculture works are utilised within the community garden.	Ongoing	Park Ops	Officer time	Revenue	Yes
	If the opportunity were to arise we would like to retain standing dead wood for wildlife habitat and to create sculptures within the park.					
Objective 18. Review the use of energy, water and other materials on site.						

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Audit of resource consumption particularly utilities.	Annually	Park Ops	Officer time	Revenue	Yes
Review the use of energy and water within the café and contractor yard to determine whether we can further reduce their usage.	Bi Annually	Park Ops	Officer time	Revenue	Yes



Photograph: Volunteers from the Community Garden group tending the Normand Park Community Garden, 2010

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: Normand Park Nature Conservation 2009

6.5.1 Current Condition and Issues

Hammersmith and Fulham Council recognises the importance of wildlife and green spaces to people living in the borough and pursues policies to defend 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 its main features of nature conservation interest however the mature trees, wildflower areas and Community Garden.

Nature Conservation and Biodiversity

The council has taken a strategic view to nature conservation and biodiversity which is set out in the Biodiversity Action Plan. Normand Park is an integral part of the key actions of the BAP.

The Biodiversity Action Plan 2004-2006 states that the adjoining nature of trees in parks 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 parks offer opportunities to grow larger species and trees from a wider variety of families

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- Using consultants to carry out a comprehensive tree survey (including details of their amenity value.)

Built Conservation Features

Normand Park was formerly part of the fields known as No Man's Land, which surrounded the small mediaeval settlement of Walham Green, now the historic core of Fulham Town Centre. In the middle of the 17th century the land was sold.

The earliest record of Normand House is from 1649. The house was situated in the northern half of the park bounded by Normand Road to the north and Bramber Road to the east. The house was a private residence and in 1812 it became an asylum for women. From 1885 it housed St. Katharine's Sisterhood. The land around Normand House was covered in orchards as documented on OS plan from 1865 and in the Valuation Book from 1853 the land is recorded as Market Gardens. In the late 19th century, with the opening of the District line in 1880, the area was developed into Victorian terraced housing. The area was heavily bombed during the Second World War. The convent was seriously damaged and the site cleared. Large areas of Victorian housing stock were cleared in the late 1940s. This created the park and Clem Atlee estate to its south. Normand Park was created in 1951. During the clearing of the area the perimeter wall of Normand House's garden was retained, now referred to as the Normand House wall. The wall forms part of the Park's northern perimeter along Normand Road. Although the wall has local historical importance it is not covered by any formal built heritage protection.

The park was redesigned by Kinnear Landscape Architects and construction was completed in Summer 2008. An archaeological watching brief was carried out during excavations in the northern corner of the site as the new park was being constructed, but, despite the history of the site, there were no finds of any significance.

Natural Conservation Features

The primary natural conservation features of Normand Park are its mature trees, wildflower swales and fruit hedges and Community Garden. The mature trees in the Park are managed in accordance with the Council's policies and procedures which take into account the conservation feature the trees play as well as their visual amenity and value the local community places on them. Wildflower swales are managed to promote biodiversity with infill planting to enhance biodiversity and mowing after seed set to allow nature regeneration. The Community Garden is managed to promote and conserve natural conservation such as planting bee attracting crops.

6.5.2 Objectives

19. Protect and enhance the biodiversity value of Normand Park.
20. Conserve the historic character, design, layout and relationship to surrounding environment.
21. Educate the public on the habitats, species and features of the nature conservation area around the open space.

6.5.3 Management Actions

#	Description	When	Who	Budget (£000)	Source	Secured
Objective 19. Protect and Enhance the Biodiversity value of the park.						
	Implement and update the BAP for the borough as a whole and ensure this is being implemented within the park.	2009/10	Parks Dev / BAP Group	Officer time	Revenue	Yes
	Continue to develop the community garden in partnership with Hammersmith Community Gardens Association and the	Ongoing	Parks Dev	Officer time	Revenue	Yes

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#	Description	When	Who	Budget (£000)	Source	Secured
	Normand Park Community Garden group to promote biodiversity and nature conservation with more native planting.					
	Encourage species at risk such as stag beetles by setting more log piles.	2009/10	Parks Ops	0	NA	Yes
	Conduct full ecological survey of fauna and flora.	2010/11	Parks Dev	10k	Natural England	No
Objective 20. Conserve the character, design, layout and relationship to the surrounding environment.						
	To ensure any new planting is sympathetic to the historical values of the park and is in keeping with the existing structure of the park.	Ongoing	Parks Dev	Officer time	Revenue	Yes
Objective 21. Educate the public on the habitat, species and features of the nature conservation area of Normand Park						
	Improve publicity of Community Garden events and encourage participation in the Community Garden. .	Ongoing	Parks Dev	1k	Revenue	Yes



Photograph: Wildflowers in the Normand Park Community Garden 2009

6.6 Community Involvement

Park management authorities should actively pursue the involvement of members of the community, with representation of as many park 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 park 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: Friends of Normand Park Summer Celebration 2010

6.6.1 Current Condition and Issues

The process of involving the local population in their environment is key to successful spaces. Throughout the redevelopment of the Normand Park design the involvement of the community was paramount to ensure the park is well used and well loved by the local community.

Since its re-opening in 2008 the local community has continued to play a visible and active role in the Park. This is demonstrated the significant increase in number of visitors to Normand Park, robust Friends group and numerous community activities and events in the park. The primary stakeholder at Normand Park is the Friends of Normand Park. The Park's Community Development Officer (CDO) has continued to work closely with the Friends to ensure their membership is as representative of the local community as possible. Many other user groups frequent the park from local schools to sports and religious groups. Challenges to community involvement include ensuring stakeholder groups such as the Friends are as robust and representative of the local community as possible and encouraging more difficult to reach groups such as young people and older people into the park. The Park incorporates recreational facilities for all sectors of the community including accessible play equipment and raised beds in the Community Garden.

Understanding demographic of park users and patterns of use.

User Surveys and Consultations

2008 Parks and Open Spaces Residents Survey

The 1998 Parks and Open Spaces Residents Survey was updated in 2008 with a questionnaire survey of 10000 randomly selected households. The results of this survey will be used to understand patterns of use and important issues across the parks network.

GreenSTAT

In addition to the Resident Survey the Parks and Recreation team 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.

Developed and managed by parks charity GreenSpace, GreenSTAT allows people to comment on either their whole parks service or any individual park or green space. Respondents can complete a questionnaire online at www.greenstat.org.uk

Community Involvement

User groups and stake holders

During design of Normand Park a steering group of community members was set up. The steering group subsequently evolved into the current Friends of Normand Park (FONP), the primary stake holder at Normand Park. The Friends of Normand Park incorporates the Normand Park Community Garden Group, Green Dog Walkers pilot project and Young Friends of Normand Park which sit under the umbrella of the Friends. In addition to FONP the park has many other user groups and local stake holders, such as but not limited to:

- Hammersmith Community Gardens Association
- West London Family Church
- Queens Club Mansions Residents Group
- British Somali Muslims Association
- Hammersmith and Fulham Circle
- North Fulham New for Communities
- H&F Homes
- Normand Croft Community School
- St Augustines Primary School
- Sir John Lillie Primary School
- Fulham Primary School.
- Queens Club Mansions Residents Group;
- Local Residents Groups such as CARMRA - Clem Attlee, Rocque & Maton Residents Association, West Kensington Residents Association.
- Sports Teams.
- W14 Community website
- SW6 Community website
- RSPCA
- Blue Cross Animal Welfare Charity
- Mayhew Animal Home
- SPID Theatre Company
- Borough Action for Responsible Dog Ownership (BARK)
- LBHF Parks Constabulary
- North End Ward Police Team
- Quadron

The Parks Community Development Officer (CDO) works closely with the Friends of Normand Park and the other user groups and stake holders to ensure the park is well used and well loved by any many people as possible. The CDO actively engages new stakeholders to address gaps in representation of park users in the community. For example in 2009 the CDO identified older people and those with limited mobility as a user group who were under utilising the park. The CDO initiated a highly success summer Tai Chi program specifically targeted at older people and those with limited mobility. This attracted new users to the Park and contributed to the

community atmosphere of the Park. The CDO works with new stakeholder interested in utilising Normand Park for community events and activities. In 2010 the CDO began working with SPID Theatre Company to put on an outdoor theatre production at Normand Park. The production, Childsplay explores how children's play has changed through out the decades and was well received by local audiences.

Management of Friends of Parks Groups

Friends of Parks Groups are the principle stakeholders for Parks and Open Spaces in Hammersmith and Fulham. Until recently parks 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).

In 2009 the Parks Development Team begin a project to work with the local community and existing groups to formalise Friends of Parks Groups at key sites. Existing groups have been formalised and new groups have been inaugurated.

A model constitution has been developed to assist this process. The model has been drafted through a volunteer working group which members of local Friends Groups are invited to be part of. The constitution assists the group in defining their objectives, membership and how the group will be administered and can be adapted to individual group needs.

Alongside the constitution is a Memorandum of Understanding between the Council and the Friends Groups. This important document is signed by the Council and Officers of the Friends Group of Normand Park and outlines the working relationship between the Council and Friends Group. In line with other Friends Groups in the borough they are guaranteed two park walkabouts to discuss operational issues and two evening meeting to discuss strategic and wider issues each year as well as other in-kind support. The Friends of Normand Park formally signed and agreed to their Memorandum of Understanding with the Council in 2010.

The Park's Community Development Officer (CDO) works closely with the Friends of Normand Park. The CDO regularly meets with the Friends to discuss issues and organise community events and activities in the park, all of which are done in partnership and usually co-funded. The CDO has been working with the Friends to increase their membership and help ensure it is representative of the wider community. In 2010 the CDO worked with the Friends to develop and launch their new website which includes an online membership joining option.

Friends of Parks Forum

Improving the coordination, communication and cooperation between different stakeholders in the Park is vital to the success of this management plan. A dedicated forum to encourage closer working relationships between the various park user groups is being established. The first Friends of Parks Forum was held in November 2009. These forums are an opportunity for both the Council and groups to raise issues and provide networking opportunities for members from Friends Groups to meet and learn from one another.

Community involvement – Engaging the Community in the Park.

The Park's Community Development Officer (CDO) works with the community to ensure the park is well used and well loved by as many people from the community as possible. The CDO works closely with Friends of Normand Park to organise and co-fund a program of community events and activities in the Park throughout the year. The aim of these events and activities is to:

- Attract new users to the Park,
- Promote and assist the creation of community networks
- Promote and help create a welcoming, positive atmosphere in the Park in which everyone feels welcome and

- Promote positive behaviour change such as responsible dog ownership

The number of community events and activities at the Park has grown over the years in response to the needs and wishes of the community. In 2010 the following community events and activities were held at Normand Park.

- Community Garden Workshops in partnership with Hammersmith Community Gardens Association, March - May
- Community Garden meetings, weekly, 3 – 5pm
- Easter egg hunt and tree felting activity, 28th March
- Friends of Normand Park Table Top Sales, last Sunday of the month
- Summer Tai Chi program, weekly, Tuesdays 2 - 3 from late May to late Aug.
- Normand Park Dog Show, 26th June
- The Big Lunch Picnic in the Park, 18th July
- Al Muntade Trust Community Fun Day, 31st July
- Summer Basketball Camp & youth activities, August Summer holidays
- Disability Sports Day, 17th August
- Community Garden volunteers PYO trip, 5th September
- Friends of Normand Park Summer Festival, 11th September
- Youth Football Competition, 11th September
- Halloween activities, 31st October
- Focus on the Crocus, polio awareness bulb planting day, 6th November
- Carols by Candlelight, 9th December

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. In 2009 the council 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 park enquiries and complaints are answered promptly by the responsible officer within 15 working days.

Feedback and complaints can be submitted by the public a number of ways including the parks central email address: parks@lbhf.gov.uk, council website: www.lbhf.gov.uk central phone number: 020 8753 3226

Feedback is often received informally by the Parks Community Development Officer, who is in the Park most weekday afternoons and is available to talk to members of the community. Feedback such as issues about litter clearing are picked up directly by the CDO or reported by the community and Friends of Normand Park volunteers working at the Tearoom. A list of Key Contacts is displayed in all the notice board of the park empowering and enabling the community to report issues directly the relevant section i.e. Cleaner Greener for graffiti issues and North End Ward Police Team for issues with antisocial behaviour at any time. A feedback form has been developed using the Normand Park marketing identity. These forms are available at the park for members of the public to fill in.

6.6.2 Objectives

22. Work closely with existing stakeholders and partners to address local residents' needs, aspirations and concerns and encourage a sense of ownership.
23. Identify potential users and encourage them to participate in the development and management of the park.

24. Consult the wider community about future plans, proposals and current projects in the park.
25. Provide support to the Friends of Normand Park to ensure successful grant applications for improvements.
26. Foster closer relationships with local schools and institutions.
27. Encourage a complementary working relationship between the council and community volunteers.

6.6.3 Management Actions

#	Description	When	Who	Budget	Source	Secured
Objective 22. Work closely with existing stakeholders and partners to address local residents' needs, aspirations and concerns and encourage a sense of ownership.						
	Twice yearly walkabouts with local residents and councillors to address any concerns and maintenance issues.	Bi annual	Parks Ops	Officer time	Revenue	Yes
	Council officer attendance at Friends meeting to develop closer working relationship in maintaining and developing the park.	Bi annual	Parks Dev	Officer time	Revenue	Yes
Objective 23. Identify users and encourage them to participate in the development and management of the park.						
	Advertising of Friends of groups within the park, local press and well as council and external websites to promote local community involvement in the community garden.	Ongoing	Parks Dev	Officer time	Revenue	Yes
Objective 24. Consult the wider Normand Park community about future plans, proposals and current projects in the park						
	Advertising parks improvements within the park, local press and website including how to provide feedback and comments.	Ongoing	Parks Dev	Officer time	Revenue	Yes
	Mailshots to local residents within the immediate area of the park.					
	Utilise the Friends of Groups and their membership to consult with the local community.					
Objective 25. Provide support to Friends of Normand Park to ensure successful grant applications for improvements.						
	Attend Friends of groups meetings to support them in applications.	As required	Parks	Officer time	Revenue	Yes
Objective 26. Foster closer relationships with local schools and institutions.						
	Continue to work with local schools on projects such as the annual Carols by Candlelight event.	Ongoing	Parks Dev	Officer time	Revenue	Yes
Objective 27. Encourage a complementary working relationship between the council and community volunteers.						
	Develop a framework agreement for					

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#	Description	When	Who	Budget	Source	Secured
	using resources and facilities in the park.					
	Develop new ways of promoting and supporting volunteer work days with Quadron Services Ltd, Friends of Normand Park and the Community Garden.	Ongoing	Parks Dev	Officer time	Revenue	Yes

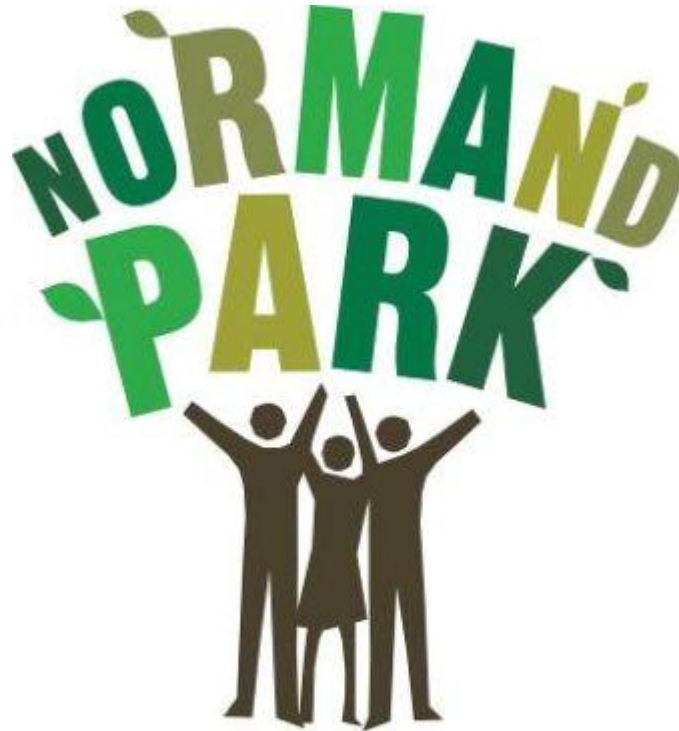


Photograph: Carols by Candlelight in Normand Park 2009

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 park as a community resource.*



Photograph: Normand Park marketing identity

6.7.1 Current Condition and Issues

Normand Park is currently promoted, along with the borough's other parks and leisure facilities, through the various council and stakeholder initiatives including signage outside the park, pamphlets for potential users, notice boards, local papers and information on the council's and community websites. 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 Normand Park will be reviewed and implemented in conjunction with this Management Plan.

Marketing and Communication Plan

The Parks Marketing and Communication Plan is being developed by Parks and Recreation. Key objectives of the plan will be:

- To increase usage of H&F's Parks 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 Park 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.

Marketing Identity

In order to market the park effectively a marketing identity and series of templates was developed for Normand Park in partnership with the North Fulham New Deal for Communities. The Normand Park logo was developed as a friendlier, inclusive logo that better portrays the community focus of the Park. The templates enable clear and consistent marketing materials to be easily generated to promote community activities and events.

In addition to the Normand Park marketing identity, logos have been developed for the Community Garden, Green Dog Walkers and Young Friends of Normand Park group. These groups sit under the umbrella of the existing Friends of Normand Park however it is important these groups also have an identity in their own right. Templates have been developed which again can be used to easily generate up-to-date marketing materials such as posters and newsletters.

Signage and Information

Normand Park contains both signs for key, unchanging information and several notice boards which can be updated as and when required. The static signs are located at each park entrance and at the entrances to the children's play area. There are a further four notice boards located throughout the park and several temporary A3 notice boards. These notice boards are used to display up to date information such as key contacts, details of up coming events in and local community groups.

The Parks Community Development Officer is responsible for updating the Parks notice boards. The large notice boards are regularly updated with marketing material for upcoming events and activities in the park, both those organised in partnership with the Friends of Normand Park and activities being run by external organisations. Further temporary signage are used to promote key up coming events at the Park such as the Dog Show or Carols by Candlelight, usually in the form of large colourful banners. The CDO further organised an initiative to purchase two large chalk notice boards that are jointly branded with the council and Friends of Normand Park logos. These chalk boards are further used to promote events and activities at the park and can be used to highlight activities in the park as they happen to attract new participants.



Photograph:Chalk board used to promote Tai Chi, summer 2010

The large notice board in the Community Garden is reserved for promoting the Community Garden. The notice board is updated by the CDO with information on the

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garden and gardening group including the latest Community Garden Newsletter, Community Garden Rules and Regulations, information on what can be put in the compost bins and what to plant and when to plant it.

Marketing of the Park in External Media

The Parks Community Development Officer works with the Friends to proactively market the Park and its events and activities through a number of external media sources.

General information about the Park, its features and how to access the Park can be found on the council's website and Friends of Normand Park websites:

www.lbhf.gov.uk/Directory/Environment_and_Planning/Parks_and_open_spaces/homepage.asp

www.friendsofnormandpark.co.uk

The CDO worked closely with the Friends of Normand Park to develop their new website which was launched in 2010. The website enables the Friends to provide up to date information to the community about what they can get involved with at the Park, an online membership joining form and a place to celebrate previous achievements and events. Newsletter templates were developed for the Friends and its subgroups, the Community Garden, Green Dog Walkers and Young Friends of Normand Park.



Photograph: Screen shot from the Friends of Normand Park website launched in 2010

Community websites and online social networks are used by both the CDO and Friends to promote activities and events the park and provide updates about the Park to the community. The Friends of Normand Park have a group on Facebook and information is posted on community websites such as W14London, w14london.ning.com and SW6, www.fulhamsw6.com.

Printed media has proven to be an effective way of promoting events and activities at the Park. Where possible events are promoted in the councils own newspaper H&F News and local papers such as the Fulham Chronicle. Volunteers from the Friends and the CDO further promote events and activities by putting posters and flyers in council and community locations around the borough such as at the Information Centre at Hammersmith Broadway, council town hall, libraries, sports centres and shop front windows.

6.7.2 Objectives

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

6.7.3 Marketing Actions

#	Description	When	Who	Budget	Source	Secured
Objective 28. Implement Borough Wide Park Marketing Strategy						
	Benchmark other Authorities park marketing strategy	2010	parks dev	officer time	Revenue	yes
Objective 29. Provide information about the park in a variety of media both on and off site						
	Further development of the LBHF website.	Ongoing	Parks Ops	2k	Revenue	Yes
	Develop a marketing plan with the communications team to promote the park in the local press.	2009/10	Parks Dev	Officer time	Revenue	Yes
	Display local relevant information about park matters	Ongoing	Parks Ops	Officer time	Revenue	Yes
Objective 30. Actively promote the features and facilities of the park and encourage community ownership						
	Utilise the marketing strategy to promote new features and facilities.	Ongoing	Parks	Officer time	Revenue	Yes



Photograph: Easter tree felting activity at Normand Park 2010

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 the particular green space. It should establish a timescale for putting the objectives into place. 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.



Photograph: Normand Park Green Flag raising ceremony 2010.

6.8.1 Current Status and Issues

Normand Park is owned and managed by Hammersmith and Fulham Council and is accessible to the general public year round. This Management Plan for Normand 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 2008. 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.

Resident Services – Management Structure

Resident Services was established in 2007 under the new Conservative administration to bring together complementary community facing council services under one department. Originally Resident Direct (contact centre activities), Arts and Events and Parks and Recreation formed the new directorate. In March 2009 Community Safety (Constabulary, Safer Communities and crime prevention teams) joined the department.

The Parks and Recreation Team, located in 77 Glenthorne Road, Hammersmith, coordinate the management of Normand Park. The Service was established in 2007 to manage the Grounds Maintenance Contract that was being market tested to improve service delivery. Also the new Parks Development Team manages the development and improvement of the open space network in partnership with the local community.

The *Head of Parks and Recreation* is the head of service and oversees the ongoing development and maintenance of the borough's parks, open spaces, cemeteries, sports facilities and leisure centres.

■■■ Normand Park ■■■

The *Parks Development Manager* is responsible for developing and implementing the Strategic Vision for the borough's Parks and Open Spaces and delivering improvement projects in open spaces. *Parks Project Officers* work with local stakeholders, including Friends of Parks Groups to ensure that parks meet the current and future aspirations of all users.

Grounds Maintenance operations at Normand Park are managed by Quadron who is responsible for managing the grounds maintenance at the site. The Parks Department manages the *Grounds Maintenance Monitors and Small Works Team* who oversees the maintenance on site and undertake any small works that may be required.

A dedicated work group based in the park generally carries out the day-to-day management and maintenance of Normand Park. The horticultural works element to Normand Park is undertaken by Quadron.

The Parks Constabulary patrol the Park and are responsible for enforcing the Park Byelaws and providing a visual presence enhancing the sense of safety and security in Normand Park. They are also responsible for locking and unlocking the park, resolving disputes and issuing fixed penalty notices for failing to pick up after dogs, littering and antisocial behaviour.



Photograph: New seating and benches installed into Normand Park 2008

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 and hard asset management, 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 (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 displays the CONFIRM software interface for a job enquiry. The main form contains the following data:

- Job Number:** 10001
- Placed on W.O.:** Hw01/10001
- Current Status:** Confirmed
- Site:** Abbey Road
- Asset No.:** 3.00
- Description:** damaged sign: remove sign, replace and re-site next to lamp column
- Priority:** Non Routine Maint - 1 month
- Price Factor:** Reactive Maint (Non Routine)
- Cost Code:** HwB010
- Customer:** Planning/Transportation (Hwy)
- Status:** 0400 Works Order Printed
- Officer:** SB5 System Supervisor

Below the main form, there are two sections:

- SOR Items:** A table listing items with their codes and descriptions.

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
- Status Log:** A section for tracking the status of the job, currently empty.

Example Confirm Enquiry Form

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.

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. Before planting we have to make sure the trees will not cause any problems such as damage to nearby buildings or underground cables. We carry out all tree planting during the winter season.

The Arboricultural Section 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).

The Parks Department and the Arboricultural 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.

Awards

In 2009 Normand Park received a Landscape Institute award for 1-5 Ha Landscape Design. In 2010 Normand Park received its first Green Flag Award which was marked with a special flag raising ceremony with the community at the Friends of Normand Park Summer Festival in September 2010. These awards reflect the excellent management and maintenance teams and the work they do.

Financial Implications

Normand Park is maintained under the councils existing Ground Maintenance contract with Quadron. The current contact with Quadron is for £21 million over 7 years and covers most of the green spaces managed by the council. The cost of the Small works team varies greatly from month to month within Normand Park with works being reactive to the issues arising. As a borough wide service the team is budgeted a total of £81,000 per annum including salaries, tools and vehicles. It is hoped that with the implementation of the Asset Management Plan that the reactive works costs will drop.

The runnings of the Parks Constabulary and Bark initiative are a borough wide costs which are funded by the council.

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 (000)	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.					

■■■ Normand Park ■■■

Undertake Bidding for funding as an when available	Ongoing	Parks	Officer Time	Revenue	Yes
Objective 32. Ensure sufficient budget allocated to maintain the park to the standards of this management plan					
Budget allocation is currently sufficient. Overall contractor budget listed and not individual cost of Normand Park.	Ongoing	Parks	£21 million over 7 years.	Revenue	Yes
Objective 33. Encourage greater user ownership and involvement in facility management to promote responsible use					
Support the expansion of the Friends of Normand Park Group	Ongoing	Parks Dev	Officer Time	Revenue	Yes

7 Monitoring and Plan Review

This management plan has been adopted in 2009 and will act as a working document for the management of Normand Park over a five-year period.

The day-to-day management of the Park and the progress of individual development projects will be monitored regularly with LBHF Park Staff, other stakeholders and the Friends of Normand Park

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 2014 when the plan will be amended to advance the development and management of the Park until 2019.

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 map
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:	ARD Playground inspection report

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	monthly and full annual 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 Normand Park	All facilities including furniture and fittings	Biannual walkabout	Report issues to LBHF to action
Quadron	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.

The Contractor shall be required to assist the Parks Constabulary with the enforcement of byelaws applying to the Contract Locations, including parks, pleasure grounds, playing fields and open spaces. A copy of each relevant byelaw currently in force can be inspected by the Contractor at the Council's offices at the Town Hall, Hammersmith.

Performance/Routine work shall be the type of work/task that is carried out on a regular basis and as such is completed by the Contractor to achieve the specified standards or frequencies. The Contractor shall be required to submit for approval an annual programme of work prior to the commencement of the Contract. The annual programme shall be further confirmed by the submission by the Contractor of a monthly programme of work to the Authorised Officer for approval. The Contractor shall make allowance for the inclusion of non-routine work within this monthly programme of work whenever possible.

The Council sees this Contract as an important vehicle for delivering its environmental priorities. The Contractor shall in providing the Services help give practical effect to these priorities and shall observe good environmental practice and shall comply with any relevant statutes, codes of practice, industry guidance, the Council's Environmental Policy and any amendments or modifications thereof.

Hours of work

Work shall only be undertaken outside of these hours with the express prior permission of the Authorised Officer, but use of machinery close to residential areas is not permitted before 07:30 hours or after 17:30 hours. The only exception to this shall be work of an emergency nature, designated and authorised by the Authorised Officer, and work required to be undertaken outside these hours by the Specification or Authorised Officer.

Waste and recycling

The Contractor shall be required on completion of any operation or at the end of each working day, whichever is sooner, to remove from site all Waste materials and arisings as required by this Specification. All Waste materials and arisings shall be taken only to authorised disposal/treatment/recycling facilities, at the expense of the Contractor.

The Council and H&F Homes are committed to the provision of a Grounds Maintenance Service that adopts good practice in terms of environmental sustainability. The Contractor shall therefore be required to make every effort to reuse (e.g. the direct use of wood chippings produced in the parks either as plant mulch or as surfacing for paths) or recycle green Waste arisings from his operations on this Contract.

Chemicals

All materials/substances used shall be reduced to the lowest hazardous rating possible (in accordance with the COSHH Regulations 1999, or any amendments to this or other legislation during the period of the Contract). All materials/substances used shall wherever possible be environmentally friendly.

Graffiti

The Contractor shall not be required to remove graffiti from the Locations in this Contract, since this service will be undertaken by a separate service provider.

Security

The Contractor shall not be responsible for unlocking and locking responsibilities at Locations in terms of public access, except for the public conveniences at the specified Locations. The contractor shall liaise with the parks constabulary.

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.

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 – 5m

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, commencing in November, shall be 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).

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.



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



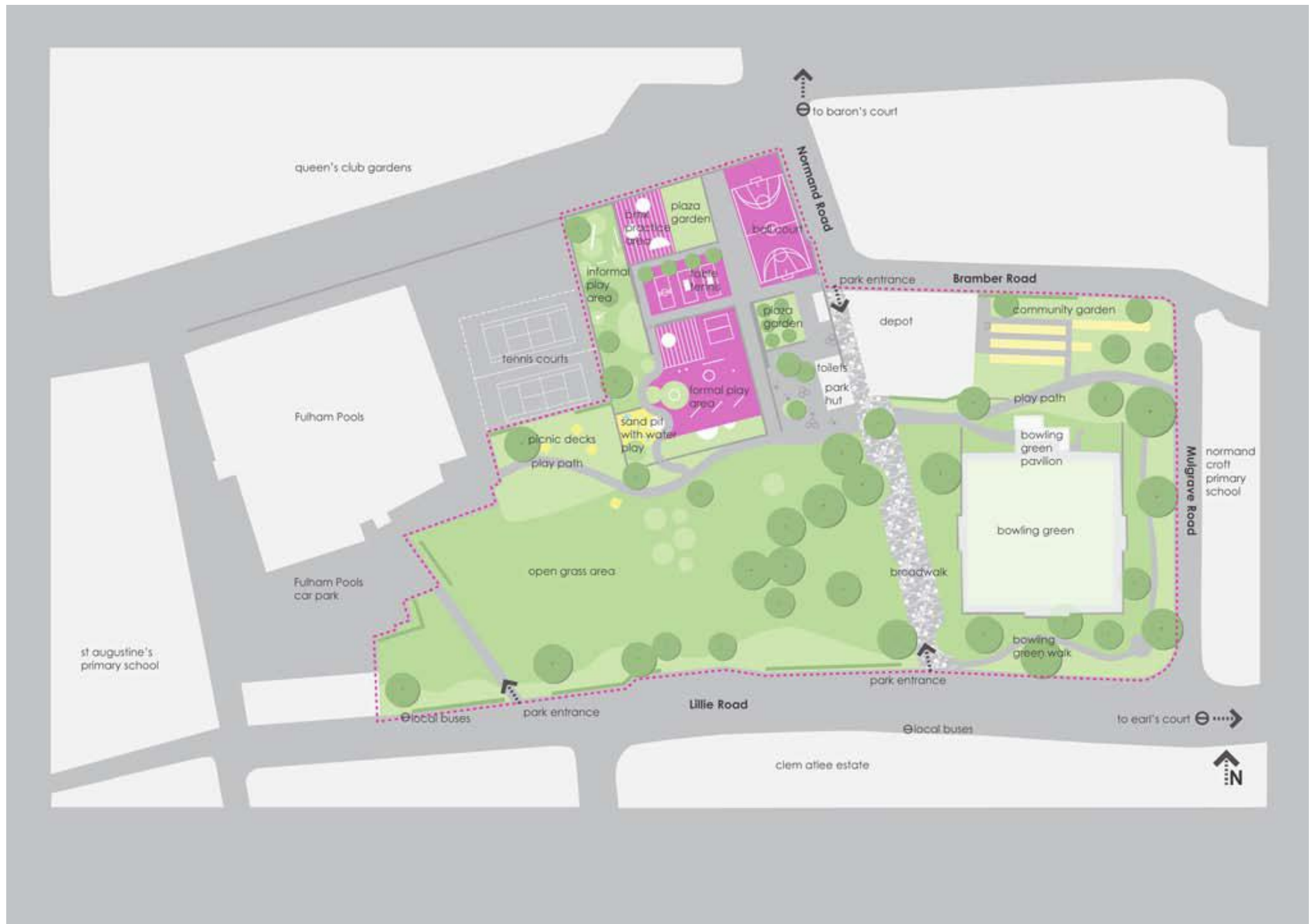
Period No. 5 20 July to 16 August 2009

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	
28	Normand Park	Parks	Bowling Green	Inspect Daily Removing Emerging Weed and Report Damage to Supervising	1.00 No.	28	7	7	7	7	7	7	7	14.00	-14.00								
28	Normand Park	Parks	Bowling Green	Switch Green to Remove Dew & Wormcasts	1.00 No.	24	6	6	6	6	6	6	6	12.00	-12.00								
28	Normand Park	Parks	Bowling Green	Drag Brush Green to Remove Dew & Wormcasts	1.00 No.	4	1	1	1	1	1	1	1	2.00	-2.00								
28	Normand Park	Parks	Bowling Green	Box Mow Green - In Season	1.00 No.	12	3	3	3	3	3	3	3	6.00	-6.00								
28	Normand Park	Parks	Bowling Green	Box Mow Green - Closed Season	1.00 No.																		
28	Normand Park	Parks	Bowling Green	Remove from Store Ditch Mats, Rubber Crumb, Markers etc. and Install	1.00 No.																		
28	Normand Park	Parks	Bowling Green	Mark out Rink and Move Strings / Markers	1.00 No.	28	7	7	7	7	7	7	7	14.00	-14.00								
28	Normand Park	Parks	Bowling Green	Turn Rinks Through 90%	1.00 No.	4	1	1	1	1	1	1	1	2.00	-2.00								
28	Normand Park	Parks	Bowling Green	Maintain Bowling Green Grass Edge	1.00 No.	8	2	2	2	2	2	2	2	4.00	-4.00								
28	Normand Park	Parks	Bowling Green	Mow Green Surround	1.00 No.	4	1	1	1	1	1	1	1	2.00	-2.00								
28	Normand Park	Parks	Bowling Green	Maintain Bowling Green Surround Grass Edge	1.00 No.	4	1	1	1	1	1	1	1	2.00	-2.00								
28	Normand Park	Parks	Bowling Green	Clean Bowling Green Ditch / Drain Outlets	1.00 No.	4	1	1	1	1	1	1	1	2.00	-2.00								
28	Normand Park	Parks	Bowling Green	Roll Green Using Trulevel Roller	1.00 No.	2	1			1					-2.00								
28	Normand Park	Parks	Bowling Green	Scarify Green in 2 Directions	1.00 No.	1						1			-1.00								
28	Normand Park	Parks	Bowling Green	Box Mow Following Scarification	1.00 No.	1						1			-1.00								
28	Normand Park	Parks	Bowling Green	Aerate Green - Sarrel Roller	1.00 No.	4	1	1	1	1	1	1	1	2.00	-2.00								
28	Normand Park	Parks	Bowling Green	Apply Spring / Summer Fertiliser to Green	1.00 No.																		
28	Normand Park	Parks	Bowling Green	Irrigate Following Fertiliser Application	1.00 No.																		
28	Normand Park	Parks	Bowling Green	Apply Autumn / Winter Fertiliser to Green	1.00 No.																		
28	Normand Park	Parks	Bowling Green	Irrigate Following Fertiliser Application	1.00 No.																		
28	Normand Park	Parks	Bowling Green	Fill And Inspect Irrigation Tank - Pre Season	1.00 No.																		
28	Normand Park	Parks	Bowling Green	Check and Maintain Automatic Irrigation	1.00 No.	28	7	7	7	7	7	7	7	14.00	-14.00								
28	Normand Park	Parks	Bowling Green	Service Irrigation System and Sprinkler System	1.00 No.																		
28	Normand Park	Parks	Bowling Green	Check and Maintain Sprinkler Heads and	1.00 No.	28	7	7	7	7	7	7	7	14.00	-14.00								
28	Normand Park	Parks	Bowling Green	Empty and Inspect Irrigation Tank - Post	1.00 No.																		
28	Normand Park	Parks	Bowling Green	Apply Selective Herbicide to Green	1.00 No.																		
28	Normand Park	Parks	Bowling Green	Apply Fungicide to Green	1.00 No.																		
28	Normand Park	Parks	Bowling Green	Apply Insecticide to Green	1.00 No.																		
28	Normand Park	Parks	Bowling Green	Apply Mosskiller to Green	1.00 No.																		
28	Normand Park	Parks	Bowling Green	Clean and Remove to Store Ditch Mats, Rubber Crumb, Markers etc.	1.00 No.																		
28	Normand Park	Parks	Bowling Green	Scarify Green in 4 Directions	1.00 No.																		

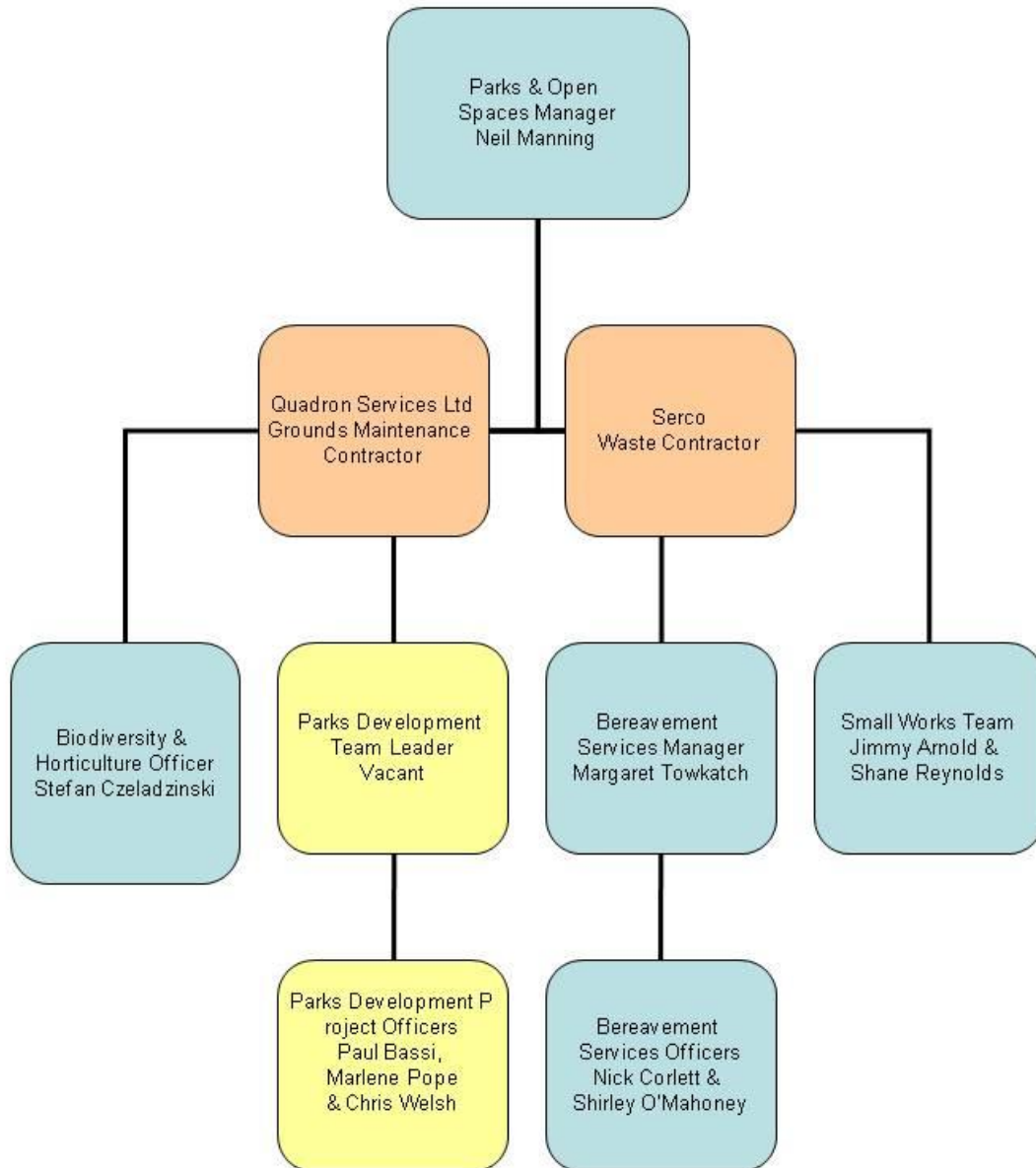
Site No.		CLIENT	FEATURE	TASK DESCRIPTION	AREA	PERIOD TOTAL	WEEK 17		WEEK 18		WEEK 19		WEEK 20		Actual Total	Variance to Date	Variance Report						COMMENTS
							Schedule	Actual	Schedule	Actual	Schedule	Actual	Schedule	Actual			A	B	C	D	E	F	
28	Normand Park	Parks	Bowling Green	Box Mow Following Scarification	1.00 No.																		
28	Normand Park	Parks	Bowling Green	Solid Tine Spike Green - Schedule A	1.00 No.																		
28	Normand Park	Parks	Bowling Green	Hollow Tine Spike Green - Schedule B	1.00 No.																		
28	Normand Park	Parks	Bowling Green	Topdress Green - Schedule A	1.00 No.																		
28	Normand Park	Parks	Bowling Green	Topdress Green - Schedule B	1.00 No.																		
28	Normand Park	Parks	Bowling Green	Oversow Green	1.00 No.																		
28	Normand Park	Parks	Bowling Green	Half Moon Edge Bowling Green and Surround	1.00 No.																		
28	Normand Park	Parks	Bowling Green	Aerate Green - Slit Tine	1.00 No.																		
28	Normand Park	Parks	Bowling Green	Commission Annual Condition Report	1.00 No.																		
28	Normand Park	Parks	Bowling Green	Submit Annual Condition Report to Council	1.00 No.	1							1			-1.00							
28	Normand Park	Parks	Leaf Clearance	Remove Autumn Leaf Fall	1485.10 m ²																		
28	Normand Park	Parks	Litter Pick Parks	Collect All Litter and Debris Including Dog Faeces From Hard and Soft Areas	1485.10 m ²	28	7	7	7		7		7		7.00	-21.00							
28	Normand Park	Parks	Site Boundaries	Apply Herbicide	153.96 m ²																		
28	Normand Park	Parks	Childrens Play Area Synthetic	Inspect Play Area and Remove Litter and Debris	1.00 No.	28	7	7	7		7		7		7.00	-21.00							
28	Normand Park	Parks	Childrens Play Area Synthetic	Sweep Synthetic Area to Remove all Debris	1.00 No.	28	7	7	7		7		7		7.00	-21.00							
28	Normand Park	Parks	Childrens Play Area Synthetic	Remove Litter and Debris from Area 2m Outside Perimeter	1.00 No.	28	7	7	7		7		7		7.00	-21.00							
28	Normand Park	Parks	Childrens Play Area Synthetic	Report All Defects to Equipment / Surfaces / Fences etc.	1.00 No.	28	7	7	7		7		7		7.00	-21.00							
28	Normand Park	Parks	Childrens Play Area Synthetic	Complete Daily Inspection Log	1.00 No.	28	7		7		7		7			-28.00							
28	Normand Park	Parks	Childrens Play Area Sand Pit	Inspect Play Area and Remove Litter and Debris	1.00 No.	56	14	14	14		14		14		14.00	-42.00							
28	Normand Park	Parks	Childrens Play Area Sand Pit	Sweep Spilled Sand and Replace	1.00 No.	56	14	14	14		14		14		14.00	-42.00							
28	Normand Park	Parks	Childrens Play Area Sand Pit	Rake Sand Pit to Level	1.00 No.	28	7	7	7		7		7		7.00	-21.00							
28	Normand Park	Parks	Childrens Play Area Sand Pit	Fork Sand Pit to Relieve Compaction	1.00 No.	4	1	1	1		1		1		1.00	-3.00							
28	Normand Park	Parks	Childrens Play Area Sand Pit	Inspect Pit Surrounds Daily and Effect Minor Repairs	1.00 No.	28	7	7	7		7		7		7.00	-21.00							
28	Normand Park	Parks	Childrens Play Area Sand Pit	Report All Major Defects to Sand Pit Surround	1.00 No.	28	7	7	7		7		7		7.00	-21.00							
28	Normand Park	Parks	Childrens Play Area Sand Pit	Remove Litter and Debris from Area 2m Outside Perimeter	1.00 No.	28	7	7	7		7		7		7.00	-21.00							
28	Normand Park	Parks	Childrens Play Area Sand Pit	Report All Defects to Equipment / Surfaces / Fences etc.	1.00 No.	28	7	7	7		7		7		7.00	-21.00							
28	Normand Park	Parks	Childrens Play Area Sand Pit	Complete Daily Inspection Log	1.00 No.	28	7		7		7		7			-28.00							
28	Normand Park	Parks	Childrens Play Area Sand Pit	Top up Sand Level in Pit	1.00 No.																		
28	Normand Park	Parks	Childrens Play Area Sand Pit	Incorporate New Sand and Rake to Level	1.00 No.																		

Appendix 4 Plan of Park



Appendix 5 Park Management Structure

Existing H&F Parks Structure



Appendix 6 Park Byelaws

London Borough of Hammersmith and Fulham .

BYELAWS FOR PLEASURE GROUNDS, PUBLIC WALKS AND OPEN SPACES

Notice is hereby given that the Council of the London Borough of Hammersmith and Fulham intends after the expiry of the period mentioned below to apply to the Secretary of State for confirmation of byelaws made by the Council for the regulation of, admission to, and preservation of order and prevention of nuisances in its parks and open spaces in the borough.

Copies of the byelaws will be kept at the offices of the Council at Reception Desk, Hammersmith Town Hall, King Street, London W6 9JU and will be open to inspection without payment on any weekday during the usual office hours for one calendar month from and after the date of the publication of this notice. Copies of the byelaws will also be supplied on request.

Any objection to the application for the confirmation of the byelaws may be made by letter addressed to Mark Coram, Communities and Local Government Byelaws Section, 3/J5 Eland House, Bressenden Place, London SW1E 5DU or email byelaws@communities.gsi.gov.uk (no later than one week after the closing date for inspection) before the byelaws are confirmed.

(Signed) .Michael Cogher. Proper Officer of the Council

(Dated) 8th July 2011

London Borough of Hammersmith & Fulham

**BYELAWS FOR PLEASURE GROUNDS, PUBLIC
WALKS AND OPEN SPACES**

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5. Unauthorised erection of structures
6. Climbing
7. Grazing
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10. Camping
11. Fires
12. Missiles
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HORSES, CYCLES AND VEHICLES

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15. Horses - Horse riding prohibited except in certain grounds (subject to
bridleway, etc)
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21. Children's play apparatus
22. Skateboarding, etc - Skateboarding, etc permitted only in designated area
23. Ball games - Prohibition of ball games
24. Ball games - Ball games permitted throughout the ground but designated area
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25. Ball games - Rules
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35. Model aircraft - General prohibition
36. Model aircraft permitted in certain grounds on specified days and at specified
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45. Removal of offenders

46. Penalty

47. Revocation - General

SCHEDULE 1 - Grounds to which byelaws apply generally

SCHEDULE 2 - Grounds referred to in certain byelaws

SCHEDULE 3 - Rules for playing ball games in designated areas

Byelaws made under section 164 of the Public Health Act 1875 and sections 12 and 15 of the Open Spaces Act 1906 by the London Borough of Hammersmith & Fulham with respect to pleasure grounds, public walks and open spaces.

PART 1 GENERAL

General Interpretation

1. In these byelaws:

“the Council” means the London Borough of Hammersmith & Fulham;

“designated area” means an area in the ground which is set aside for a specified purpose, that area and its purpose to be indicated by notices placed in a conspicuous position;

“the ground” means any of the grounds listed in Schedule 1;

“invalid carriage” means a vehicle, whether mechanically propelled or not,

- (a) the unladen weight of which does not exceed 150 kilograms,
- (b) the width of which does not exceed 0.85 metres, and
- (c) which has been constructed or adapted for use for the carriage of a person suffering from a disability, and used solely by such a person.

Application

2. These byelaws apply to all of the grounds listed in Schedule 1 unless otherwise stated.

Opening times

3. (1) No person shall enter or remain in the ground except during opening hours.

(2) “Opening hours” means the days and times during which the ground is open to the public and which are indicated by a notice placed in a conspicuous position at the entrance to the ground.

(3) Byelaw 3(1) applies only to the grounds listed in Part 1 of Schedule 2.

PART 2

PROTECTION OF THE GROUND, ITS WILDLIFE AND THE PUBLIC

Protection of structures and plants

4. (1) No person shall without reasonable excuse remove from or displace within the ground:
 - (a) any barrier, post, seat or implement, or any part of a structure or ornament provided for use in the laying out or maintenance of the ground; or
 - (b) any stone, soil or turf or the whole or any part of any plant, shrub or tree.
- (2) No person shall walk on or ride, drive or station a horse or any vehicle over:
 - (a) any flower bed, shrub or plant;
 - (b) any ground in the course of preparation as a flower bed or for the growth of any tree, shrub or plant; or
 - (c) any part of the ground set aside by the Council for the renovation of turf or for other landscaping purposes and indicated by a notice conspicuously displayed.

Unauthorised erection of structures

5. No person shall without the consent of the Council erect any barrier, post, ride or swing, building or any other structure.

Climbing

6. No person shall without reasonable excuse climb any wall or fence in or enclosing the ground, or any tree, or any barrier, railing, post or other structure.

Grazing

7. No person shall without the consent of the Council turn out or permit any animal for which he is responsible to graze in the ground.

Protection of wildlife

8. No person shall kill, injure, take or disturb any animal, or engage in hunting or shooting or the setting of traps or the laying of snares.

Gates

9. (1) No person shall leave open any gate to which this byelaw applies and which he has opened or caused to be opened.

(2) Byelaw 9(1) applies to any gate to which is attached, or near to which is displayed, a conspicuous notice stating that leaving the gate open is prohibited.

Camping

10. No person shall without the consent of the Council erect a tent or use a vehicle, caravan or any other structure for the purpose of camping.

Fires

11. (1) No person shall light a fire or place, throw or drop a lighted match or any other thing likely to cause a fire.

(2) Byelaw 11(1) shall not apply to the lighting of a fire at any event for which the Council has given permission that fires may be lit.

Missiles

12. No person shall throw or use any device to propel or discharge in the ground any object which is liable to cause injury to any other person.

Interference with life-saving equipment

13. No person shall except in case of emergency remove from or displace within the ground or otherwise tamper with any life-saving appliance provided by the Council.

PART 3

HORSES, CYCLES AND VEHICLES

Interpretation of Part 3

14. In this Part:

“designated route” means a route in or through the ground which is set aside for a specified purpose, its route and that purpose to be indicated by notices placed in a conspicuous position;

“motor cycle” means a mechanically-propelled vehicle, not being an invalid carriage, with less than four wheels and the weight of which does not exceed 410 kilograms;

“motor vehicle” means any mechanically-propelled vehicle other than a motor cycle or an invalid carriage;

“trailer” means a vehicle drawn by a motor vehicle and includes a caravan.

Horses.

15. (1) No person shall ride a horse except:
- (a) in any of the grounds listed in Part 2 of Schedule 2; or
 - (b) in the exercise of a lawful right or privilege.
- (2) Where horse-riding is permitted in any ground by virtue of byelaw 15(1)(a) or a lawful right or privilege, no person shall ride a horse in such a manner as to cause danger to any other person.

Cycling

16. No person shall without reasonable excuse ride a cycle in the ground except in any part of the ground where there is a right of way for cycles or on a designated route for cycling.

Motor vehicles

17. No person shall without reasonable excuse bring into or drive in the ground a motor cycle, motor vehicle or trailer except in any part of the ground where there is a right of way for that class of vehicle.

Overnight parking

18. No person shall without the consent of the Council leave or cause or permit to be left any motor vehicle in the ground between the hours of 10 p.m. and 6 a.m.

PART 4

PLAY AREAS, GAMES AND SPORTS

Interpretation of Part 4

19. In this Part:

“ball games” means any game involving throwing, catching, kicking, batting or running with any ball or other object designed for throwing and catching, but does not include cricket;

“self-propelled vehicle” means a vehicle other than a cycle, invalid carriage or pram which is propelled by the weight or force of one or more persons skating, sliding or riding on the vehicle or by one or more persons pulling or pushing the vehicle.

Children’s play areas

20. No person aged 14 years or over shall enter or remain in a designated area which is a children’s play area unless in charge of a child under the age of 14 years.

Children’s play apparatus

21. No person aged 14 years or over shall use any apparatus stated to be for the exclusive use of persons under the age of 14 years by a notice conspicuously displayed on or near the apparatus.

Skateboarding, etc

22. (1) No person shall skate, slide or ride on rollers, skateboards or other self-propelled vehicles except in a designated area for such activities.

(2) Where there is a designated area for skating, sliding or riding on rollers, skateboards or other self-propelled vehicles, no person shall engage in those activities in such a manner as to cause danger or give reasonable grounds for annoyance to other persons.

Ball games

23. (1) No person shall play ball games in the grounds listed in Part 3 of Schedule 2.

24. No person shall play ball games outside a designated area for playing ball games in such a manner:

(a) as to exclude persons not playing ball games from use of that part;

(b) as to cause danger or give reasonable grounds for annoyance to any other person in the ground; or

- (c) which is likely to cause damage to any tree, shrub or plant in the ground.
25. It is an offence for any person using a designated area for playing ball games to break any of the rules set out in Schedule 3 and conspicuously displayed on a sign in the designated area when asked by any person to desist from breaking those rules.

Cricket

- 26 No person shall throw or strike a cricket ball with a bat except in a designated area for playing cricket.

Archery

27. No person shall engage in the sport of archery except in connection with an event organised by or held with the consent of the Council.

Golf

28. No person shall drive, chip or pitch a hard golf ball.

PART 5
WATERWAYS

Interpretation of Part 5

29. In this Part:

“power-driven” means driven by the combustion of petrol vapour or other combustible substances;

“waterway” means any river, lake, pool or other body of water and includes any fountain.

Bathing

30. No person shall without reasonable excuse bathe or swim in any waterway except in a designated area for bathing and swimming.

Ice skating

31. No person shall step onto or otherwise place their weight upon any frozen waterway.

Model boats

32. No person shall operate a power-driven model boat on any waterway.

Fishing

33. No person shall in any waterway cast a net or line for the purpose of catching fish or other animals.

PART 6
MODEL AIRCRAFT

Interpretation of Part 6

34. In this Part:

“model aircraft” means an aircraft which weighs not more than 7 kilograms without its fuel;

“power-driven” means driven by:

- (a) the combustion of petrol vapour or other combustible substances;
- (b) jet propulsion or by means of a rocket, other than by means of a small reaction motor powered by a solid fuel pellet not exceeding 2.54 centimetres in length; or
- (c) one or more electric motors or by compressed gas.

“radio control” means control by a radio signal from a wireless transmitter or similar device.

General prohibition

35. No person shall cause any power-driven model aircraft to:

- (a) take off or otherwise be released for flight or control the flight of such an aircraft in the ground; or
- (b) land in the ground without reasonable excuse.

Model aircraft permitted in certain grounds on specified days at specified times

36. Byelaw 35 does not apply to the grounds listed in column 1 of the table in Part 4 of Schedule 2 on the days and times indicated for each ground in column 2 of that table.

Model aircraft permitted in designated areas

37. No person shall cause any power-driven model aircraft to:

- (a) take off or otherwise be released for flight or control the flight of such an aircraft; or
- (b) land in the ground without reasonable excuse;

other than in a designated area for flying model aircraft.

PART 7

OTHER REGULATED ACTIVITIES

Provision of services

38. No person shall without the consent of the Council provide or offer to provide any service for which a charge is made.

Excessive noise

39. (1) No person shall, after being requested to desist by any other person in the ground, make or permit to be made any noise which is so loud or so continuous or repeated as to give reasonable cause for annoyance to other persons in the ground by:
- (a) shouting or singing;
 - (b) playing on a musical instrument; or
 - (c) by operating or permitting to be operated any radio, amplifier, tape recorder or similar device.
- (2) Byelaw 39(1) does not apply to any person holding or taking part in any entertainment held with the consent of the Council.

Public shows and performances

40. No person shall without the consent of the Council hold or take part in any public show or performance.

Kites

41. No person shall fly any kite in such a manner as to cause danger or give reasonable grounds for annoyance to any other person.

Metal detectors

42. No person shall without the consent of the Council use any device designed or adapted for detecting or locating any metal or mineral in the ground.

PART 8

MISCELLANEOUS

Obstruction

43. No person shall obstruct:
- (a) any officer of the Council in the proper execution of his duties;
 - (b) any person carrying out an act which is necessary to the proper execution of any contract with the Council; or
 - (c) any other person in the proper use of the ground.

Savings

44. (1) It shall not be an offence under these byelaws for an officer of the Council or any person acting in accordance with a contract with the Council to do anything necessary to the proper execution of his duty.
- (2) Nothing in or done under these byelaws shall in any respect prejudice or injuriously affect any public right of way through the ground, or the rights of any person acting lawfully by virtue of some estate, right or interest in, over or affecting the ground or any part of the ground.

Removal of offenders

45. Any person offending against any of these byelaws may be removed from the ground by an officer of the Council or a constable.

Penalty

46. Any person offending against any of these byelaws shall be liable on summary conviction to a fine not exceeding level 2 on the standard scale.

Revocation

47. The byelaws made by the London Borough of Hammersmith and Fulham on 20th April 2000 and confirmed by the Secretary of State for the Home Office on 29th June 2000 relating to the ground are hereby revoked.

SCHEDULES

SCHEDULE 1

GROUNDNS TO WHICH BYELAWS APPLY GENERALLY

The grounds referred to in byelaw 2 are:

Bayonne Park - Hammersmith London W6
Bentworth Open Space, London W12
Berestede Open Space, Hammersmith, London W6
Bishop's Park, Fulham Palace Rd, London SW6
Brook Green , London, W6
Cathnor Park, London W12 9HZ
Dalling Road Open Space, London W6
Edith Road Open Space, London W14
Eel Brook Common, London SW6
Frank Banfield Park, London W6 9PL
Fulham Palace Grounds, Fulham Palace Rd, London SW6
Furnivall Gardens, Hammersmith, London W6 9DJ
Godolphin Road Open Space, London W12
Grand Union canal site 3, London NW10
Great West Road Open Spaces, London W6
Gwendwr Gardens, London W14
Gwendwr Road Open Space, London W14
Hammersmith Park, South Africa Rd, London W12
Hurlingham Park, London SW6
Lillie Road Recreation Ground, Fulham Palace Rd London SW6
Little Wormwood Scrubs, London W10
Loris Road Community Gardens and Open Spaces, London W6
Marcus Garvey Park, London W14 8XS
Margravine Gardens, London W6 8LL
Maxwell Road Open Space, London SW6
Mitre Bridge Park, London NW10
Norland North Open Space, Shepherds Bush, London W11
Normand Park , London SW6 7QA
North Pole Road Open Space, London W10 6BA
North Verbena Gardens, London W6

Novetel Podium, London, W6 8PN
Parsons Green, London SW6
Purcell Crescent Recreation Ground, Fulham, London SW6
Ravenscourt Park, Hammersmith, London W6 0TW
Richmond Way Open Space, London W12
Rowberry Mead, Open Space, London SW6 6PE
Sands Wharf Open Space, London SW6
Shepherd's Bush Common, Shepherds Bush, London W12
Silver Birch Sidings – NW10
South Park, Fulham, London SW6
St Andrew's Church Gardens, London W14
St John's Churchyard, London SW6 1PB
St Mary's Churchyard, Hammersmith Road, London W14
St Paul's Garden & Open Space, Hammersmith Road, London W14
St Paul's Church (the grounds of St Paul's Church) & Green, London W6 9PJ
St Peter's Churchyard, London W6 9BE
St Peter's Square, London W6 9AB
Starch Green, London W12
Stevenage Park, Fulham London SW6
Upper Mall Open Space, London W6
Vicarage Gardens at All Saints Church Gardens, London SW6
Wendell Park, London W12
Westcroft Square, London W6
White City Playground, White City Estate, London W12 7DE
William Parnell Park, London SW6
William Powell Almshouse - SW6
Woodman Mews Open Space – W6 0LJ
Wormholt Park, White City, London W12
Wormwood Scrubs, Wood Lane, London W12

SCHEDULE 2
GROUNDS REFERRED TO IN CERTAIN BYELAWS

PART 1

OPENING TIMES (BYELAW 3(1))

Bishop's Park, Fulham Palace Rd, London SW6
Brook Green children's play area, Brook Green, London W14
Eel Brook Common children's play area, Eel Brook Common London SW6
Fulham Palace Grounds, Fulham Palace Rd, London SW6
Gwendwr Gardens, London W14
Hammersmith Park, South Africa Rd, London W12
Hurlingham Park, London SW6
Lillie Road Recreation Area, Fulham Palace Rd, London SW6
Margravine Gardens, London W6 8LL
Maxwell Road play area, Maxwell Road Open Space, London SW6
Norland North Open Space, Shepherds Bush, London W11
Normand Park – lockable areas, Normand Park, London SW6 7QA
Purcell Crescent Recreation Ground, Fulham, London SW6
Ravenscourt Park, Hammersmith, London W6 0TW
Rowberry Mead Open Space, London SW6 6PE
South Park, Fulham, London SW6
St. Paul's Church (the grounds of St Paul's Church) & Green, London W6 9PJ
St. Paul's Garden & Open Space, Hammersmith Road, London W14
St. Peter's Square, London W6 9AB
Vicarage Gardens at All Saints Church Gardens, London SW6
Wendell Park, London W12
Westcroft Square, London W6
White City Playground, White City Estate, London W12 7DE
William Parnell Park, London SW6
Wormholt Park, White City, London W12

PART 2

**HORSE-RIDING PROHIBITED EXCEPT IN CERTAIN GROUNDS (SUBJECT TO
BRIDLEWAY, ETC) (BYELAW 15(1)(a))**

Wormwood Scrubs, Wood Lane, London W12

PART 3

NO BALL GAMES (BYELAW 23(1))

Fulham Palace Grounds, Fulham Palace Rd, London SW6

The Peace Garden, Bishop's Park, Fulham Palace Rd, London SW6

The Disused Burial site at Furnivall Gardens, Hammersmith, London W6 9DJ

Gwendwr Gardens, London W14

Frank Banfield Park, London W6 9PL

PART 4

USE OF MODEL AIRCRAFT PERMITTED ON SPECIFIED DAYS AT SPECIFIED TIMES (BYELAW 36)

<i>Name or description of ground</i>	<i>Days and times at which use of model aircraft is permitted</i>
Wormwood Scrubs – designated area	Monday – 1pm to 7.30pm Tuesday – 9am to 6pm Wednesday – 4pm to 7.30pm Thursday – 9am to 6pm Friday – 1pm to 7.30pm Saturday – 9.30am to 1pm Sunday – 10am to 1pm and even then, in relation to the period from 30 th September to 30 th April inclusive, not during a time when the Council has indicated, by a notice conspicuously exhibited in the ground, that the ground is being used for other activities.

SCHEDULE 3

RULES FOR PLAYING BALL GAMES IN DESIGNATED AREAS (BYELAW 25).

Any person using a designated area for playing ball games is required by byelaw 25 to comply with the following rules:

- (1) No person shall play any game other than those ball games for which the designated area has been set aside.
- (2) No person shall obstruct any other person who is playing in accordance with these rules.
- (3) Where exclusive use of the designated area has been granted to a person or group of persons by the Council for a specified period, no other person shall play in that area during that period.
- (4) Subject to paragraph (5), where the designated area is already in use by any person, any other person wishing to play in that area must seek their permission to do so.
- (5) Except where they have been granted exclusive use of the designated area for more than two hours by the Council, any person using that area shall vacate it if they have played continuously for two hours or more and any other person wishes to use that area.
- (6) No person shall play in the designated area when a notice has been placed in a conspicuous position by the Council prohibiting play in that area.

THE COMMON SEAL OF THE COUNCIL OF THE
LONDON BOROUGH OF HAMMERSMITH AND FULHAM
was affixed to these Byelaws in the presence of:

The Officer duly authorised on behalf of the Council

Dated:

Appendix 7 Health & 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 Environmental 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.

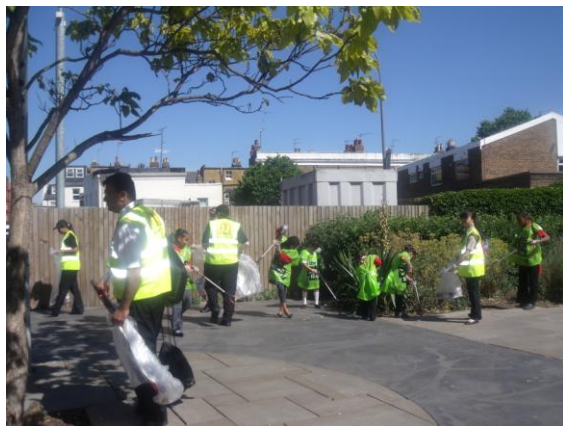
A handwritten signature in black ink, appearing to read "Michael C. Martin".

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 & Community Involvement



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 person 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.”



Appendix 12 Flora survey

Species name	Common name	Date	Determiner's name
<i>Acer campestre</i>	Field Maple	25/06/2009	Stefan Czeladzinski
<i>Achillea millefolium</i>	Yarrow	25/06/2009	Stefan Czeladzinski
<i>Agrimonia eupatoria</i>	Agrimony	05/03/2009	Stefan Czeladzinski
<i>Agrostis capillaris</i>	Common Bent	17/08/2009	Stefan Czeladzinski
<i>Ajuga reptans</i>	Bugle	05/03/2009	Stefan Czeladzinski
<i>Alliaria petiolata</i>	Garlic Mustard	05/03/2009	Stefan Czeladzinski
<i>Allium schoenoprasum</i>	Chives	25/06/2009	Stefan Czeladzinski
<i>Anagallis arvensis</i>	Scarlet Pimpernel	25/06/2009	Stefan Czeladzinski
<i>Aphanes arvensis</i>	Parsley-piert	25/06/2009	Stefan Czeladzinski
<i>Aquilegia vulgaris</i>	Columbine	05/03/2009	Stefan Czeladzinski
<i>Arctium lappa</i>	Greater Burdock	25/06/2009	Stefan Czeladzinski
<i>Arctium minus</i>	Lesser Burdock	25/06/2009	Stefan Czeladzinski
<i>Arrhenatherum elatius</i>	False Oat-grass	25/06/2009	Stefan Czeladzinski
<i>Artemisia absinthium</i>	Wormwood	25/06/2009	Stefan Czeladzinski
<i>Artemisia vulgaris</i>	Mugwort	25/06/2009	Stefan Czeladzinski
<i>Ballota nigra</i>	Black Horehound	25/06/2009	Stefan Czeladzinski
<i>Barbarea vulgaris</i>	Winter-cress	25/06/2009	Stefan Czeladzinski
<i>Bellis perennis</i>	Daisy	25/06/2009	Stefan Czeladzinski
<i>Beta vulgaris</i>	Beet	25/06/2009	Stefan Czeladzinski
<i>Betula pendula</i>	Silver Birch	25/06/2009	Stefan Czeladzinski
<i>Brachypodium pinnatum</i>	Tor-grass	05/03/2009	Stefan Czeladzinski
<i>Buxus sempervirens</i>	Box	25/06/2009	Stefan Czeladzinski
<i>Calystegia sepium</i>	Hedge Bindweed	25/06/2009	Stefan Czeladzinski
<i>Capsella bursa-pastoris</i>	Shepherd's-purse	25/06/2009	Stefan Czeladzinski
<i>Cardamine bulbifera</i>	Coralroot	05/03/2009	Stefan Czeladzinski
<i>Cardamine flexuosa</i>	Wavy Bitter-cress	25/06/2009	Stefan Czeladzinski
<i>Cardamine hirsuta</i>	Hairy Bitter-cress	25/06/2009	Stefan Czeladzinski
<i>Carex pendula</i>		25/06/2009	Stefan Czeladzinski
<i>Carpinus betulus</i>	Hornbeam	25/06/2009	Stefan Czeladzinski
<i>Centaurea nigra</i>	Common Knapweed	25/06/2009	Stefan Czeladzinski
<i>Cerastium fontanum</i>	Common Mouse-ear	25/06/2009	Stefan Czeladzinski
<i>Chaerophyllum temulum</i>	Rough Chervil	25/06/2009	Stefan Czeladzinski
<i>Chamerion angustifolium</i>	Rosebay		
<i>Chelidonium majus</i>	Willowherb	25/06/2009	Stefan Czeladzinski
<i>Chenopodium album</i>	Greater Celandine	25/06/2009	Stefan Czeladzinski
<i>Chrysanthemum segetum</i>	Fat-hen	25/06/2009	Stefan Czeladzinski
<i>Cirsium arvense</i>	Corn Marigold	25/06/2009	Stefan Czeladzinski
<i>Clinopodium ascendens</i>	Creeping Thistle	25/06/2009	Stefan Czeladzinski
<i>Convolvulus arvensis</i>	Common Calamint	25/06/2009	Stefan Czeladzinski
<i>Crataegus monogyna</i>	Field Bindweed	25/06/2009	Stefan Czeladzinski
<i>Crepis biennis</i>	Hawthorn	25/06/2009	Stefan Czeladzinski
<i>Crepis capillaris</i>	Rough Hawk's-beard	25/06/2009	Stefan Czeladzinski
<i>Dactylis glomerata</i>	Smooth Hawk's-beard	25/06/2009	Stefan Czeladzinski
<i>Daucus carota</i>	Cock's-foot	25/06/2009	Stefan Czeladzinski
<i>Digitalis purpurea</i>	Wild Carrot	25/06/2009	Stefan Czeladzinski
<i>Dipsacus fullonum</i>	Foxglove	25/06/2009	Stefan Czeladzinski
	Wild Teasel	25/06/2009	Stefan Czeladzinski

■■■ Normand Park ■■■

Dipsacus pilosus	Small Teasel	25/06/2009	Stefan Czeladzinski
Epilobium hirsutum	Great Willowherb	25/06/2009	Stefan Czeladzinski
Equisetum arvense	Field Horsetail	25/06/2009	Stefan Czeladzinski
Eupatorium cannabinum	Hemp-agrimony	25/06/2009	Stefan Czeladzinski
Euphorbia lathyris	Caper Spurge	25/06/2009	Stefan Czeladzinski
Euphorbia peplus	Petty Spurge	25/06/2009	Stefan Czeladzinski
Fagus sylvatica	Beech	25/06/2009	Stefan Czeladzinski
Fallopia convolvulus	Black-bindweed	25/06/2009	Stefan Czeladzinski
Festuca ovina	Sheep's-fescue	25/06/2009	Stefan Czeladzinski
Festuca pratensis	Meadow Fescue	25/06/2009	Stefan Czeladzinski
Festuca rubra	Red Fescue	25/06/2009	Stefan Czeladzinski
Fragaria vesca	Wild Strawberry	25/06/2009	Stefan Czeladzinski
Fraxinus excelsior	Ash	25/06/2009	Stefan Czeladzinski
Galium aparine	Cleavers	25/06/2009	Stefan Czeladzinski
Galium mollugo	Hedge Bedstraw	25/06/2009	Stefan Czeladzinski
Galium odoratum	Woodruff	05/03/2009	Stefan Czeladzinski
Galium saxatile	Heath Bedstraw	25/06/2009	Stefan Czeladzinski
Galium verum	Lady's Bedstraw	25/06/2009	Stefan Czeladzinski
Geranium dissectum	Cut-leaved Crane's-bill	25/06/2009	Stefan Czeladzinski
Geranium lucidum	Shining Crane's-bill	25/06/2009	Stefan Czeladzinski
Geranium molle	Dove's-foot Crane's-bill	25/06/2009	Stefan Czeladzinski
Geranium pratense	Meadow Crane's-bill	05/03/2009	Stefan Czeladzinski
Geranium robertianum	Herb-Robert	25/06/2009	Stefan Czeladzinski
Geranium rotundifolium	Round-leaved Crane's-bill	25/06/2009	Stefan Czeladzinski
Geum urbanum	Wood Avens	25/06/2009	Stefan Czeladzinski
Glechoma hederacea	Ground-ivy	25/06/2009	Stefan Czeladzinski
Hedera helix	Ivy	25/06/2009	Stefan Czeladzinski
Holcus lanatus	Yorkshire-fog	25/06/2009	Stefan Czeladzinski
Hordelymus europaeus	Wood Barley	25/06/2009	Stefan Czeladzinski
Hordeum marinum	Sea Barley	25/06/2009	Stefan Czeladzinski
Hordeum murinum	Wall Barley	25/06/2009	Stefan Czeladzinski
Hordeum secalinum	Meadow Barley	25/06/2009	Stefan Czeladzinski
Hypericum androsaemum	Tutsan	25/06/2009	Stefan Czeladzinski
Hypericum perforatum	Perforate St John's-wort	05/03/2009	Stefan Czeladzinski
Hypochaeris maculata	Spotted Cat's-ear	25/06/2009	Stefan Czeladzinski
Hypochaeris radicata	Cat's-ear	25/06/2009	Stefan Czeladzinski
Ilex aquifolium	Holly	25/06/2009	Stefan Czeladzinski
Iris foetidissima	Stinking Iris	25/06/2009	Stefan Czeladzinski
Lamiastrum galeobdolon	Yellow Archangel	05/03/2009	Stefan Czeladzinski
Lamium album	White Dead-nettle	25/06/2009	Stefan Czeladzinski
Lamium amplexicaule	Henbit Dead-nettle	25/06/2009	Stefan Czeladzinski
Lamium purpureum	Red Dead-nettle	25/06/2009	Stefan Czeladzinski
Lapsana communis	Nipplewort	25/06/2009	Stefan Czeladzinski
Lavatera arborea	Tree-mallow	25/06/2009	Stefan Czeladzinski
Leontodon autumnalis	Autumn Hawkbit	25/06/2009	Stefan Czeladzinski
Leontodon hispidus	Rough Hawkbit	25/06/2009	Stefan Czeladzinski
Leucanthemum vulgare	Oxeye Daisy	25/06/2009	Stefan Czeladzinski
Linaria vulgaris	Common Toadflax	25/06/2009	Stefan Czeladzinski
Lolium perenne	Perennial Rye-grass	25/06/2009	Stefan Czeladzinski
Lotus corniculatus	Common Bird's-foot-trefoil	25/06/2009	Stefan Czeladzinski

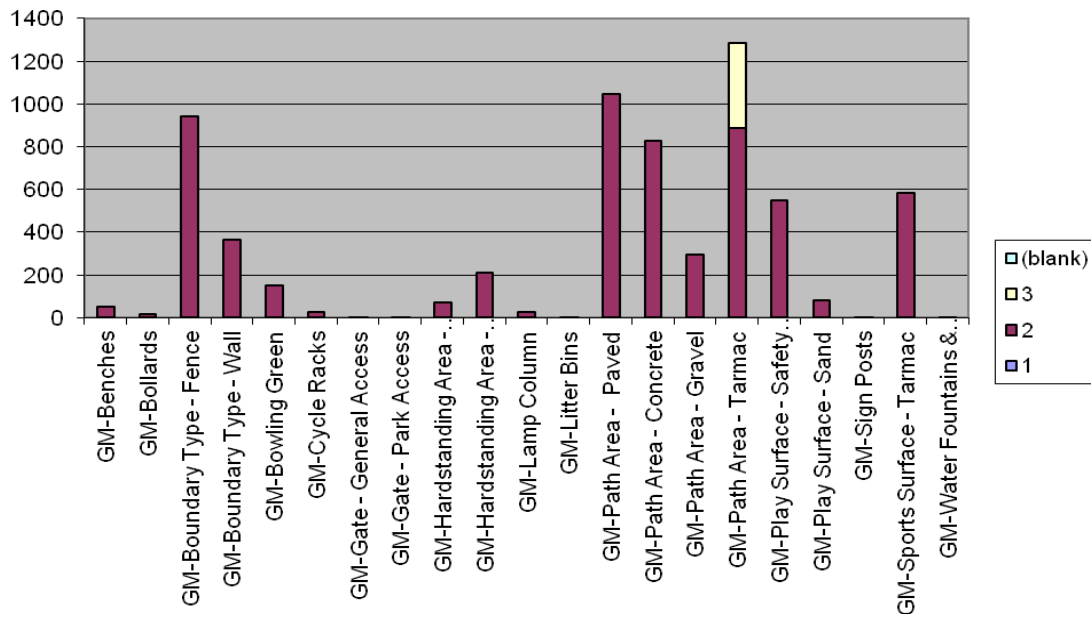
■■■ Normand Park ■■■

Luzula campestris	Field Wood-rush	25/06/2009	Stefan Czeladzinski
Lysimachia nummularia	Creeping-Jenny	05/03/2009	Stefan Czeladzinski
Malus sylvestris	Crab Apple	25/06/2009	Stefan Czeladzinski
Malva neglecta	Dwarf Mallow	25/06/2009	Stefan Czeladzinski
Malva sylvestris	Common Mallow	25/06/2009	Stefan Czeladzinski
Marrubium vulgare	White Horehound	25/06/2009	Stefan Czeladzinski
Matricaria recutita	Scented Mayweed	25/06/2009	Stefan Czeladzinski
Medicago arabica	Spotted Medick	25/06/2009	Stefan Czeladzinski
Medicago lupulina	Black Medick	25/06/2009	Stefan Czeladzinski
Melica uniflora	Wood Melick	25/06/2009	Stefan Czeladzinski
Mentha suaveolens	Round-leaved Mint	25/06/2009	Stefan Czeladzinski
Myosotis alpestris	Alpine Forget-me-not	25/06/2009	Stefan Czeladzinski
Papaver rhoeas	Common Poppy	25/06/2009	Stefan Czeladzinski
Parietaria judaica	Pellitory-of-the-wall	25/06/2009	Stefan Czeladzinski
Phleum pratense	Timothy	25/06/2009	Stefan Czeladzinski
Picris hieracioides	Hawkweed		
	Oxtongue	25/06/2009	Stefan Czeladzinski
	Buck's-horn		
Plantago coronopus	Plantain	25/06/2009	Stefan Czeladzinski
Plantago lanceolata	Ribwort Plantain	25/06/2009	Stefan Czeladzinski
Plantago major	Greater Plantain	25/06/2009	Stefan Czeladzinski
Plantago media	Hoary Plantain	25/06/2009	Stefan Czeladzinski
Poa annua	Annual Meadow-grass	25/06/2009	Stefan Czeladzinski
	Smooth Meadow-grass		
Poa pratensis	Smooth Meadow-grass	25/06/2009	Stefan Czeladzinski
Polygonum aviculare	Knotgrass	25/06/2009	Stefan Czeladzinski
Potentilla reptans	Creeping Cinquefoil	25/06/2009	Stefan Czeladzinski
Primula veris	Cowslip	25/06/2009	Stefan Czeladzinski
Prunella vulgaris	Selfheal	25/06/2009	Stefan Czeladzinski
	Narrow-leaved		
Pulmonaria longifolia	Lungwort	05/03/2009	Stefan Czeladzinski
Ranunculus acris	Meadow Buttercup	25/06/2009	Stefan Czeladzinski
Ranunculus ficaria	Lesser Celandine	25/06/2009	Stefan Czeladzinski
Ranunculus repens	Creeping Buttercup	25/06/2009	Stefan Czeladzinski
Reseda lutea	Wild Mignonette	25/06/2009	Stefan Czeladzinski
Rhinanthus minor	Yellow-rattle	25/06/2009	Stefan Czeladzinski
Ribes nigrum	Black Currant	25/06/2009	Stefan Czeladzinski
Ribes uva-crispa	Gooseberry	25/06/2009	Stefan Czeladzinski
Rosa canina	Dog-rose	25/06/2009	Stefan Czeladzinski
Rubus fruticosus	Bramble Raspberry	25/06/2009	Stefan Czeladzinski
Rumex acetosa	Common Sorrel	25/06/2009	Stefan Czeladzinski
Rumex acetosella	Sheep's Sorrel	25/06/2009	Stefan Czeladzinski
Rumex crispus	Curled Dock	25/06/2009	Stefan Czeladzinski
Rumex obtusifolius	Broad-leaved Dock	25/06/2009	Stefan Czeladzinski
Sagina apetala	Annual Pearlwort	25/06/2009	Stefan Czeladzinski
	Procumbent		
Sagina procumbens	Pearlwort	25/06/2009	Stefan Czeladzinski
Salix caprea	Goat Willow	25/06/2009	Stefan Czeladzinski
Sambucus nigra	Elder	25/06/2009	Stefan Czeladzinski
Sanguisorba officinalis	Great Burnet	25/06/2009	Stefan Czeladzinski
Scrophularia auriculata	Water Figwort	05/03/2009	Stefan Czeladzinski
Senecio jacobaea	Common Ragwort	25/06/2009	Stefan Czeladzinski
Senecio vulgaris	Groundsel	25/06/2009	Stefan Czeladzinski

■■■ Normand Park ■■■

Seriphidium maritimum	Sea Wormwood	05/03/2009	Stefan Czeladzinski
Silene dioica	Red Campion	25/06/2009	Stefan Czeladzinski
Silene latifolia	White Campion	25/06/2009	Stefan Czeladzinski
Sinapis arvensis	Charlock	25/06/2009	Stefan Czeladzinski
Sisymbrium officinale	Hedge Mustard	25/06/2009	Stefan Czeladzinski
Solanum dulcamara	Bittersweet	25/06/2009	Stefan Czeladzinski
Sonchus asper	Prickly Sow-thistle	25/06/2009	Stefan Czeladzinski
Sonchus oleraceus	Smooth Sow-thistle	25/06/2009	Stefan Czeladzinski
Stachys palustris	Marsh Woundwort	25/06/2009	Stefan Czeladzinski
Stachys sylvatica	Hedge Woundwort	25/06/2009	Stefan Czeladzinski
Stellaria holostea	Greater Stitchwort	25/06/2009	Stefan Czeladzinski
	Common		
Stellaria media	Chickweed	25/06/2009	Stefan Czeladzinski
Tanacetum parthenium	Feverfew	25/06/2009	Stefan Czeladzinski
Taraxacum officinale	Dandelion	25/06/2009	Stefan Czeladzinski
Taxus baccata	Yew	25/06/2009	Stefan Czeladzinski
Teucrium scorodonia	Wood Sage	05/03/2009	Stefan Czeladzinski
Trifolium campestre	Hop Trefoil	25/06/2009	Stefan Czeladzinski
Trifolium dubium	Lesser Trefoil	25/06/2009	Stefan Czeladzinski
Trifolium pratense	Red Clover	25/06/2009	Stefan Czeladzinski
Trifolium repens	White Clover	25/06/2009	Stefan Czeladzinski
Tripleurospermum inodorum	Scentless Mayweed	25/06/2009	Stefan Czeladzinski
Urtica dioica	Common Nettle	25/06/2009	Stefan Czeladzinski
Urtica urens	Small Nettle	25/06/2009	Stefan Czeladzinski
Verbascum thapsus	Great Mullein	25/06/2009	Stefan Czeladzinski
	Germander		
Veronica chamaedrys	Speedwell	25/06/2009	Stefan Czeladzinski
	Ivy-leaved		
Veronica hederifolia	Speedwell	25/06/2009	Stefan Czeladzinski
	Grey Field-		
Veronica polita	speedwell	25/06/2009	Stefan Czeladzinski
	Thyme-leaved		
Veronica serpyllifolia	Speedwell	25/06/2009	Stefan Czeladzinski
Viburnum opulus	Guelder-rose	25/06/2009	Stefan Czeladzinski
Viola odorata	Sweet Violet	05/03/2009	Stefan Czeladzinski
Viola riviniana	Common Dog-violet	05/03/2009	Stefan Czeladzinski

Appendix 13 Asset Condition survey



Asset Condition Features Graph

Location	Normand Park				
Sum of Quantity	Condition (1 to 5)				
	1	2	3	(blank)	Grand Total
GM-Benches		52			52
GM-Bollards		15			15
GM-Boundary Type - Fence		942			942
GM-Boundary Type - Wall		365			365
GM-Bowling Green		150			150
GM-Cycle Racks		25			25
GM-Gate - General Access		4	2		6
GM-Gate - Park Access		3			3
GM-Hardstanding Area - Concrete		73			73
GM-Hardstanding Area - Tarmac		210			210
GM-Lamp Column		25			25
GM-Litter Bins		13			13
GM-Path Area - Paved		1046			1046
GM-Path Area - Concrete		830			830
GM-Path Area - Gravel		295			295
GM-Path Area - Tarmac		886	398		1284
GM-Play Surface - Safety Surface		549			549
GM-Play Surface - Sand		83			83
GM-Sign Posts	1				1
GM-Sports Surface - Tarmac		586			586
GM-Water Fountains & Ornament		4	1		5
Grand Total	2	6156	400		6558

Asset Condition Survey Chart

Appendix 14 Pesticide Reduction

London Borough of Hammersmith and Fulham and Quadron Services Pesticide Reduction Policy

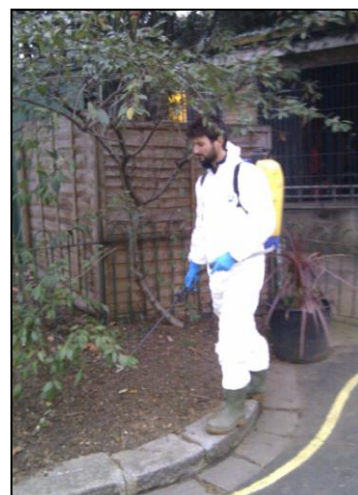
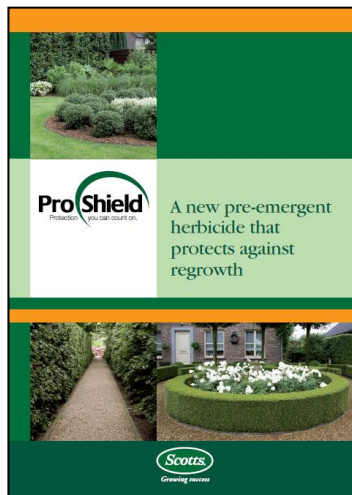
In the past 12 months January 2010 – January 2011 LBHF Parks Operations and Quadron Services Ltd have been reviewing the use of herbicide on the Parks Contract.

The first step was to review the historic sole use of CONTACT acting herbicides to control weeds.

In 2010 the adoption of a RESIDUAL herbicide in association with CONTACT herbicide, which has significantly improved the EFFICIENCY of the herbicides in use. This in turn has lead to a massive drop in the total VOLUME of herbicide application and the NUMBER of applications, thus a dropping LABOR and VEHICLE MOVEMENTS and thus the carbon footprint of the whole operation.

Total volume of the 3 main chemicals used in 2011:

CHIKARA	3600 Grams
PROSHIELD	180 Ltrs
HIAKTIV	120 Ltrs



This represents a reduction of approximately 360 Ltrs of Glyphosate based products from the total herbicide usage in 2010.

This process will be reviewed again in 2012 by LBHF Parks Ops and QSL including application rate and visual inspections of success rates.

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 -ARD Quartely Playground Inspection NORMAND PARK

Inspection No: **2548**
 Date: **07/11/2011** Time: **9:10am**
 Authority: **LB Hammersmith & Fulham**
 Site: **Normand Park**
 Address: **Normand Road, Fulham**

Reference / Item	Satisfactory	Faults	Comments / Recommendations
Pathways	Yes		
Fence - mesh	Yes		
Gate 1 (by Group Swing)	Yes	Bolt thread showing on gate stopper. Gap under gate allows small dogs to enter area.	Grind back flush bolt thread on gate stopper. Priority 2. Recommend re-installing gate lower to prevent small dogs entering area. Priority 2.
Gate 2 (by Sand Pit)	Yes	Gap under gate allows small dogs to enter area.	Recommend re-installing gate lower to prevent small dogs entering area. Priority 2.
	N/A		
Benches	Yes		
Picnic Tables	N/A		
Litterbins - 1no	Yes		
General Surfaces	No	Technix rubber tiles to mound near Sandplay Slide are raised, missing and lifting. Severe grass erosion throughout grass areas with carpet membrane exposed. Potential trip hazard between surfaces due to ground erosion.	Rectify missing, raised and lifting technix rubber tiles to mound near Sandplay Slide. Priority 2.
Equipment			
2no Climbing Walls	No	Pointed corners to steel shapes in 1no wall. Graffiti to items. Small hole in yellow wet pour.	Recommend rounding off corners to steel shapes in 1no wall. Priority 2. Remove graffiti from item. Priority 2. Repair small yellow wet pour hole 0.25m. Priority 1.
Eibe Wall with Slide	Yes	Potential entrapment point in hole under main deck due to position of 1no timber upright.	
Kompan Moments 2 Tower Combination Unit TR2011P	No	1no rubber hand grab split, now taped over. Projecting core wire to rope strand under blue disc on rope component.	Monitor 1no taped up rubber hand grab. Make safe projecting core wire on rope strand u
Kompan Supernova	Yes		
Eibe See Saw	No	Main beam is loose on mounting pivot again.	Re tension main beam on mounting pivot. Priority 1.
Kompan Yellow Spinner Bowl	Yes		
Kompan Red Spinner Bowl	Yes		Monitor minor movement on shaft.
Kompan 3no Grasshopper Posts	Yes		Monitor 1no post where leaning over slightly.
Kompan Elements Blazer See Saw	Yes	Wet pour wearing under seats.	Patch yellow wet pour wear under seats approx 0.25m. Priority 2.
Unknown DDA Roundabout	Yes	Centre upright and top plate are loose.	Re-secure centre upright and top plate. Priority 2.

Kompan Spica	Yes	Rubber base has been cut - OK at present.	Monitor cut base for deterioration.
2.4m 2 Bay 2 Flat & 2 Cradle Seat Swing (Massy & Harris)	No	1no cradle seat taped out of service due to missing crutch strap bars. Other cradle seat has loose crutch strap bars and is also cut. Flat seat and cradle chains showing some wear. Small hole appearing in yellow wet pour.	Replace 1no cradle seat due to missing crutch strap bars. Priority 1. Re-secure loose crutch strap bars to other cradle seat or replace. Priority 1. Monitor flat seat and cradle se
Richter Sandplay with Slide	Yes	Sand on mound makes it very slippery to gain access to slide.	Recommend installing a pull up rope of steps. Priority 2
Log Walks 6no	No	Grass surface has eroded leaving torn carpet exposed causing a potential trip hazard.	Make safe where torn carpet is creating trip hazards around items. Priority 2.
Richter Timberplay Play Hut	Yes		Monitor mound around item.
Richter Square Log Walk	Yes	Potential pinch hazard between beams. 1no spacer is now broken.	Fit extra spacers between beams to prevent pinch hazard. Priority 2. Replace 1no broken spacer. Priority 2.
Suspension Bridge	No	Step rungs showing signs of wear. Section of timber edging to steps is missing leaving bolts exposed.	Monitor wear to step rungs. Monitor split upright & step upright for deterioration. Replace missing section of timber edging to top of steps. Priority 2.
Wobble Walk	Yes		
Table Tennis 1	Yes		
Table Tennis 2	Yes		
Group Swing	Yes	Rubber edging on seat is cut.	Monitor cut rubber edging on seat for deterioration.
Skate Ramps	Yes		
Park Leisure Ball Games Court	Yes	4no tiny holes in black wet pour surface.	Repair 4no tiny black wet pour hole 0.25m ² in total. Priority 2.
Community Gardens			
Eibe 5 Station Activity Trail	Yes	3no stepping stumps have been carved.	Monitor carved stepping stumps for rough edges.