

[2012-22]

Ravenscourt Park Management Plan



**10 years
Management and
Maintenance
Plan**

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1 Introduction

Ravenscourt Park is one of the London Borough of Hammersmith and Fulham's Flagship Parks. The park is located a short walk from the Hammersmith Town centre and is accessible from the London Underground station of the same name. The 8.3 hectare open space is well used and loved by local residents and visitors from neighbouring boroughs. The space is popular for young children with 4 play areas and a paddling pool and is also used for sports, physical activity and simply enjoying the heritage, landscaping and wildlife.

Combining attractive landscaping and a good range of wildlife habitats Ravenscourt Park has an excellent array of leisure facilities, including a wide variety of play equipment, tennis and basketball courts, an all weather pitch and a popular tea-house. It is extremely popular with all sections of the local community. This is evident in the large number of formal stakeholder groups with an interest in the park, its management and future development.

The Park is an important community asset and forms part of the wider structural open space network of Greater London. Hammersmith and Fulham Council recognise that our open spaces are very important to residents and the wider community. They contribute to healthier lifestyles, social cohesion and encourage safer communities. The park provides for a variety of active and passive leisure activities and organised sports. The space is popular and highly valued by local residents.

The park has a colourful history. It was originally saved from residential development when acquired by the then Metropolitan Board of Works with additional funds from the Vestry of Hammersmith in 1887. The public park was laid out by J. J. Sexby and was opened on the 19 May 1888. The park is currently owned and managed by Hammersmith and Fulham Council.

Aims

The aims of the management plan is to set out a comprehensive framework and information regarding Ravenscourt Park from policy and statutory framework, asset audit, its importance to the local community, operational management and a strategic development until 2022. It is a live document which will be reviewed annually to ensure that the site remains a quality park and can adapt to public needs and an essential environmental resource.

Objectives

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

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**

2 Action Plan Progress Summary

Progress against the action plan projects in Section 6 of this Management Plan is summarised below. Projects are added to this list upon completion.

#	Description	Objective	Date Completed	Funding Source	Value
	Improve planting at Paddenswick Road entrance	1	Aug 2012	Contract	£1K
	Replace worn tarmac areas at key locations around the park.	1	In progress Dec 2012	Revenue	£8K
	Provide everyone with a range of high quality and well maintained relevant facilities. A £197,500 Improvement to the basketball area from a range of external funding sources.	4	August 2012	Capital	£197,500
	Review the provision of the dog free area at Ravenscourt Park part of the Citizens Space Parks Survey. See results Appendix 16	8	Completed Dec 2012	Revenue	£5K
	Scheduled felling and pruning as a result of comprehensive tree survey November 2012.	11	Completed Jan 2013	Revenue	£4K
	Review the provision of recycling and dog waste bins. Larger capacity bins placed in strategic locations in the park.	12	Jan 2013	Capital	£3K
	Discourage vandalism and graffiti through education. Successful application made to DULUX Paint for a grant to paint the arches.	13	Jan 2013	External Funding	£1K
	Achieved further reductions in the use of pesticide and herbicide in parks see Appendix 14.	16	Jan 2013	Contract	N/A
	Where possible wood from arboricultural works are utilised within the park. Wood arising generated from works in January were chipped directly into the conservation area.	17	Jan 2013	Contract	N/A
	Continue to Develop the Community Garden and Conservation Area as a learning resource. Structured Management plan developed for the	19	Oct 2012-Jan 2013	Volunteering	N/A

	Conservation Area to develop the area as a learning resource area delivering Hedge Laying Workshop / Bird and Bat Box Build / Pond Marginal Planting / Scything of grassland area. See Appendix 17				
	Encourage species at Risk. Created Stag Beetle Loggaries in the Conservation Area using timber arising from tree works.	19	Nov 2012	Volunteering	N/A
	Develop Management Plan for Walled Garden. Design completed Works commence in March 2013 to remove Bed 1 of 4 on rotation.	20	In Progress	Capital / Volunteering	£3K
	Improve publicity to Groundwork and HGCA events in the park. Attendance at events has improved dramatically.	21	2012-13	Volunteering	N/A
	Develop and Improvement plan with HGCA to improve surroundings of glasshouse	26	2012	Volunteering	N/A

Refer Appendix 21: the Action Plan for the previous Year

2.1 Key Projects Year 2012:



Bird and Bat Box Workshop Ravenscourt Conservation Area

On **1st November 2012** Teams from Groundwork London, Quadron Services and Advanced Tree Services carried out a Bird and Bat Box Construction Workshop in The Conservation Area.
Over 30 volunteers attended the morning session and 6 bird boxes 3 tit boxes and 1 owl box was constructed and a large stag beetle loggery was also created .

RAVENSCOURT PARK CONSERVATION AREA-MANAGEMENT PLAN

Standing Water

Definition: Non-flowing water body of fresh water.

RAP Objectives: Improve the ecological quality and biodiversity of existing ponds/quads and marginal habitats.

Flora/Fauna Species: Willow, Watercress, Frog, Great Crested Newt, Common Frog, Common Toad, Common Lizard.

Native Woodland Planting
→ Woodland Bush Mix



Definition: A boundary line of trees or shrubs more than 20m long and 10cm wide measured 1.3m above natural ground level.

RAP Objectives: Improve shelter belts to provide food, nesting sites and shelter for birds, small mammals and invertebrates.

Flora/Fauna Species: House Sparrow, Blackbird, Robin, Wood Pigeon, Fieldfare, Song Sparrow, Jay, Brambling, Thrush, Tit, Parakeet, Cuckoo, Lark, LBF Urban Studies Centre.

Improved Grassland

Definition: Controlled meadow for recreation, intensive management of a limited number of grass species to favour wildlife.

RAP Objectives: Improve the ecological quality and biodiversity of the current amenity grass area.

Flora/Fauna Species: Crabs, willowherb meadow to enhance foraging habitat for birds and insect sources for insects.

Flora: Cuckoo, Lark, LBF Urban Studies Centre.

Native Hedgerow

Definition: A boundary line of trees or shrubs more than 20m long and 10cm wide measured 1.3m above natural ground level.

RAP Objectives: Improve shelter belts to provide food, nesting sites and shelter for birds, small mammals and invertebrates.

Flora/Fauna Species: House Sparrow, Blackbird, Robin, Wood Pigeon, Fieldfare, Song Sparrow, Jay, Brambling, Thrush, Tit, Parakeet, Cuckoo, Lark, LBF Urban Studies Centre.

Protective Species Planted



Definition: Strategic planting in the location of herbaceous communities to woodland.

RAP Objectives: Carry out strategic conservation management of existing areas and encourage local recruitment.

Flora/Fauna Species: Bluebell, Stag Beetle and Bats.

Flora: Cuckoo, Lark, LBF Urban Studies Centre.

Scrub & Amenity Trees

Definition: Strategic planting in the location of herbaceous communities to woodland.

RAP Objectives: Carry out strategic conservation management of existing areas and encourage local recruitment.

Flora/Fauna Species: Bluebell, Stag Beetle and Bats.

Flora: Cuckoo, Lark, LBF Urban Studies Centre.



Stag Beetle Loggers

RAVENSCOURT PARK CONSERVATION AREA-MANAGEMENT PLAN

KEY Habitats

- Standing Water: The Pond in Ravenscourt Park Conservation Area has a range of Marginal and Bog areas that can be developed to improve Ecological Quality and Biodiversity of the pond in line with LBF RAP.
- Scrub & Tree Cover: The Bush margin of the Ravenscourt Park Conservation Area offers a range of ferns, Scrub and tree belts as well as standing deadwood and loggers that can be managed to encourage stag beetle and foraging mammals.
- Native Hedgerow: A native Hedgerow has been planted around the perimeter of the pond which will offer shelter, food and nesting sites for a range of birds.
- Improved Grassland: The Ravenscourt Park Conservation Area with its limited perimeter offers a great opportunity to trial a seasonal meadow to enhance foraging habitats for birds and insect sources for insects.

KEY Maintenance Tasks and Frequencies

- Daily Litter Collection
- Mow margins 600mm either side of existing Hoagie Path.
- Maintenance Hedge Bush
- Oversee and project manage all habitat improvements in line with LBF Biodiversity Officer

KEY Objectives for area in line with LBF RAP

- Standing Water: Quadsron Services in Partnership with Groundwork London improved marginal habitats to the pond adjacent to the Hoagie Path in September 2012.
- Scrub and Tree Cover: LBF Biodiversity Officer has been working with the Hoagie Path in September 2012.
- Native Hedgerow: In partnership with Groundwork and the Urban Studies Centre we will look to lay the hedge in 2013 and manage on a rotational basis to encourage ecological quality.
- Improved Grassland: The previous meadow area is heavily infested with perennial grass and weeds. We have commenced on a program of cutting the grass to allow for new sowing of the seeds. If this was not successful we may need to spray to create a better seedbed and begin the meadow again.

KEY Tasks for Volunteer Calendar

- Quadsron and LBF are currently talking to a number of Third Sector Partners including Groundwork London / Hammersmith Community Garden Association and The Urban Studies Centre to agree a plan for the year forward for the Conservation Area and hope to be in a position by the Autumn to agree the Habitat and how we will manage these areas in the long term in line with LBF RAP.

Ravenscourt Park Conservation Area Management Plan

Quadron Services Development Team in 2012 were tasked with the production of a structured management plan for the many habitats that make up the Conservation Area in Ravenscourt Park.

The plan has helped unite the Third Sector Partners and Volunteers that help support the space and since its inception in September 2012 has generated 4 tasking days and a Hedge Laying Training Course with Groundwork London.



Ravenscourt Conservation Area Pond Margin Creation

On 26th October 2012 Teams from Quadron Services and Groundwork London supported a volunteers day from a local Buddhist Group who helped create some much needed marginal habitat to the existing Pond in the conservation area as well as creating much needed evacuation points for the many amphibians found in the area.



Ravenscourt Conservation Area Hedge Laying Training

On 18 December 2012 Teams from Groundwork London and Quadron Services supported by Hedge Laying trainer from Natural England delivered hedge laying workshop to 10 students and volunteers from HGCA "Get Out There" program laying over 40 meters of mixed native hedge around the existing pond, creating habitat and improving site lines in the Conservation Area.

3 Strategic Context

3.1 Introduction

This Management Plan articulates the vision for the improvement and management of Ravenscourt 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.

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

3.2 Hammersmith and Fulham Community Strategy

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

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

The key priorities are to:

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

3.3 Parks and Open Spaces Strategy

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

The purpose of the Strategy is to coordinate improvements in provision, quality, management, 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 (Supply) 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).

3.4 Significance of Ravenscourt Park towards achieving Strategic Objectives

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

The table below illustrates how Ravenscourt Park contributes to Hammersmith and Fulham's wider strategic objectives set out in our Community Strategy.

Table 1 Ravenscourt 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	Accessible facilities for people living with disabilities.	Lawn management improving local water, soil and air quality.	Sports facilities including football and basketball.	Quality site furniture.
Local History and Heritage	Inspected and well-maintained facilities.	Accessible by Public Transport	School Use of Sports Facilities.	Tea House
Community Gardening.	Good policies and facilities for safe dog walking.	Good pedestrian access to all parts of the site.	Safe and accessible paths.	Sports Opportunities
Historical interpretation.	Parks Constabulary Patrol.	Protecting local urban amenity.	Play Area and paddling pool	Good quality toilets
	New Friends of Ravenscourt Park group.			Bookable tennis courts and AWP

4 Ravenscourt Park Site Information and Description

4.1 Site Details

Name	Ravenscourt Park
Address	Ravenscourt Avenue, Hammersmith, London W6.
Contacts	General enquiries: 020 8753 3226 or parks@lbhf.gov.uk Friends Group: ravenscourtparkfriends@hotmail.co.uk
Web	www.lbhf.gov.uk
Grid Reference	TQ 224 790
Designation	Open Space Archaeological Priority Area Conservation Area
Ownership	London Borough of Hammersmith and Fulham
Size	8.3 Ha
Type	Flagship Park
Legal Interest	
Byelaws	See appendix 5
Access	Opening hours: Monday – Friday ; 0800 to dusk Saturday, Sunday and Bank Holidays 0900 to dusk
Local Facilities	Play areas Paddling pool Early years centre Nature conservation area Tea House Walled Garden All weather pitch Tennis courts Toilets Historic features Central Lake Glass House area (environment education centre) Listed buildings: (the Teahouse and the Paddenswick Road Entrance Lodge) plus the Shakespeare Gates. Bowling Green
Transport	Tube: District Line, Ravenscourt Park Buses: 27, 190, 237, 267, 391, H91, N9, N11.
Parking	On street pay and display parking.

4.2 Location

One of the largest parks in the Borough, Ravenscourt Park is located in the west of the borough between King Street, Hammersmith and Goldhawk Road, Shepherd's Bush. The Park forms the core of the Ravenscourt and Starch Green Conservation Area in the Ravenscourt Park Ward of the London Borough of Hammersmith and Fulham.

The main entrance to the site, known as the 1933 Sir William Bull Memorial Gates, are located on the corner of King Street and Ravenscourt Park Road. Other pedestrian entrances to the Park are located on Ravenscourt Avenue, Paddenswick Road, and Goldhawk Road. Vehicles may enter the park from Ravenscourt Avenue or Paddenswick Road through the service yard. A larger map of the site is provided in the Appendix.



Location Map of Ravenscourt Park

4.3 Soils

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

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

4.4 Hydrology

The Ravenscourt Park central lake, at nearly half a hectare, is one of the largest water bodies in the borough.

4.5 Flora, fauna and Nature Conservation

Nature Conservation Area

The park was originally principally laid out as a formal ornamental site. However the importance of improving biodiversity from both an amenity and ecological perspective is recognised. A small area, about 50 by 30 metres, in the north east corner of the park has been designated a local Conservation Area and is managed in partnership with Groundwork London as both a wildlife area and educational facility. The grass has been allowed to grow long and a variety of common wild flowers can be seen, including creeping thistle, perennial sow-thistle, hoary mustard, Michaelmas daisy, mugwort, yarrow and clovers.

Grasshoppers abound in the long grass and common grassland butterflies, such as meadow browns are found in the nature conservation area. Additional native trees have been planted to supplement the few scattered birches and other trees already present. A dense plot of shrubs along the eastern edge includes buddleia, well known as a favourite nectar source for butterflies, and bramble, an excellent shrub for wildlife, providing abundant nectar in the summer for bees and butterflies, berries for birds in late summer and safe, prickly nesting cover.

A small pond has been dug in the middle of the Conservation Area and lesser reedmace, fringed water-lily and water mint have been planted. Frogs and broad-bodied chaser dragonflies breed in this pond, which was only created in 1988 by the London Wildlife Trust and H&F Council, with assistance from the British Trust for Conservation Volunteers.

The Central Serpentine Lake Area

The lake is the remnant of the old moat that surrounded the now demolished Manor House. Its present shape is purported to be created by celebrated landscape architect Humphrey Repton. There are a variety of birds that breed, away from predators, on a large, densely wooded island in the central lake. Birds include: Mallards; Canada Geese; Tufted Ducks; Coots; Moorhens; Shovelers; Greylag Geese; Mute Swans; Barnacle Geese; and Red-crested pochards.

These birds, being large, colourful and approachable, are a very popular feature of the park, and provide an important contact with nature for the many young children who regularly feed them. Some interpretative signs provide information about the lake's waterfowl, increasing its educational value.

The park is attractively landscaped with a large variety of mature trees with other niches and habitats, Ranging from pedunculate and red oaks, cedar of Lebanon, lime, sycamore, London plane and horse-chestnut many having both bird and bat boxes for encouraging nesting. An abundance of smaller trees and shrubs include numerous berry-bearing species, such as rowan, cherry, cockspur-thorn, holly and elder, which produce food for birds throughout the autumn and winter.

4.6 Trees

Ravenscourt Park has 690 trees of 104 different species within an area of 8.3 hectares. These species are from 53 different genera (and are not just many species of cherry *Prunus* or maple *Acer*) which means there is an extraordinary diversity of trees within the park. There are both native and exotic species of many age classes and sizes. The trees are growing as individuals, in clumps, avenues or formal rows, and within wooded areas.

There has been a garden with trees on this site since at least the 14th Century (when Edward

Ill's mistress Alice Perrers lived here) although few of the trees pre-date J.J. Sexby's plantings of 1888 when he laid it out as a public park after it was purchased by the Metropolitan Board of Works.

Champion trees include two 'Great Trees Of London', one being one of the tallest tree of heaven *Ailanthus altissima* (Tree 219 on the attached map) in the country, the other being a stumpy London plane *Platanus acerifolia* (Tree 247 on the attached map) with a trunk of over two metres diameter. The latter may date from Repton's landscaping of the park in 1812 when it belonged to George Scott the builder of the nearby St Peter's Square.

There are also some very old limes *Tilia* spp. and horse chestnuts *Aesculus hippocastanum* in the northern part of the park and a clump of very tall London planes in the centre of the park. Other notable trees include the remains of a fine avenue of wild cherry *Prunus avium* (which was planted in the 1920's to replace an avenue of large elms which succumbed to Dutch elm disease soon after it first appeared in Britain in 1927) running north to south through the centre of the park. This has had lines of sweet chestnut *Castanea sativa* planted alongside it to eventually replace the cherries as they are in decline.

Running diagonally north-east to south-west across the park is another recently planted avenue of young elm *Ulmus* 'New Horizon', which are resistant to Dutch elm disease. This hybrid was derived from a crossing of Siberian elm *Ulmus pumila* with Japanese Elm *Ulmus davidiana* var. *japonica* and they were planted to replace over-mature snowy mespilus *Amelanchier laevis* some of which still remain.

There are several semi-wooded areas within the park, including the island in the lake which contains a jumble of elm and hawthorn *Crataegus monogyna*, and the conservation area which contains a wide variety of native species. There are groves of silver birch *Betula pendula* and twisted willow *Salix babylonica* 'Tortuosa' near the dog areas.

Recent planting has included a group of English oak *Quercus robur* to replace decayed horse chestnuts that were recently removed alongside Paddenswick Road.

4.7 Facilities and Features

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

Car Park

There is no on site car parking facility available for the public.

Recycling Facilities

Recycling bins are available throughout the park.

Public Telephone

A public telephone is available on King Street.

Toilets

Male and Female and fully accessible unisex toilets are located at the Tea House. Children's toilets in the railway arches are opened in the summer months when the paddling pool is in operation.

Disabled Toilets

The Disabled toilets are available for both Male/Female and Children.

Youth Facilities

The park provides a good range of facilities for young people particularly in the formal sports areas such as tennis courts and all weather football pitch. We recognise that young people often visit the park informally to socialise and play informal sports and games and have

created an area for such use west of the lake which has basketball nets and seating where they can interact with other users of the park.

The adventure playground at the northern end of Ravenscourt Park has been expanded and refurbished as part of the Playbuilder scheme. Adventure play has been a consistent feature of this area of Ravenscourt Park for more than 30 years. The project cost £150k with funding of £50k from parks capital, £50k Playbuilder and £50k from Children's Services to make the site fully inclusive. An upgrade of the site was necessary and supported by consultation to provide the challenge of traditional adventure play structures with high quality, natural materials in line with recent government guidance.

The final design was reached in December 2011 in consultation with the Ravenscourt Park stakeholders which included Ward Councillors, Friends of Park, Local Residents, Local Schools, Parks Constabulary and Parks Officers.



Photograph: Local children participate in a consultation event.

Children's Facilities

There are currently 4 play areas in Ravenscourt Park catering to a variety of age groups. The play area equipment currently includes:

Toddlers Play area

- SMP Aerials x 3;
- SMP Single Arch Cradle Swings;
- Kompan Spring Aeroplane / Elephant;
- Kompan Crazy Daisy;
- Kompan Motorcycle / Sidecar;
- Hags Multiplay Unit;
- Hags Jeep;
- SMP S and O Climbers;
- Kompan Supernova;
- Lappset Spring Seesaw x 2;
- Kompan Multiplay;

- SMP Animal Seats x 8;
- Paddling pool;
- Sandpit;
- Kompan Sand Table;
- Fibreglass Alligator;
- Wetpour and Bark Surfacing.



Photograph: New adventure play area in Ravenscourt Park

Ravenscourt Playschool

- Kompan Crazy Daisy;
- Steel Jeep Climber;
- Bike / Sidecar Springer, Elephant Springer;
- SMP Embankment Slide;
- Kompan Seesaw;
- Ground Multiplay – Steel;
- Sutcliffe / Monster Cradle Swings;
- Large Steel Multiplay;
- Safety Surfacing.

Ravenscourt Adventure Play area

- Big Suspension Bridge with 2 ladders;

- Giant revolving disc;
- Bird's nest cradle;
- Parabolic reflectors;
- Wobble dish;
- Stainless steel slide;
- Square tower with roof;
- Inclined Climbing Net with support frame on Tower;
- Stainless Steel Slide;
- Chain Path;
- Climbing forest
- Lookout Post with Ash Bars x2

Ravenscourt Park Café

- Hags Spring Apple / Horse / Turtle;
- Safer Surfacing.

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 Ravenscourt Park are of good quality and are promoted to the wider community by the Sports Development Team. Tennis Courts and the All Weather Pitch are bookable through the Sports Booking Team, based in Bishops Park. 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 Ravenscourt include:

- All Weather Football Pitch
- Tennis Court x 7
- Basketball Courts x 2
- Bowling Green

Jogging and informal sports are also popular in Ravenscourt Park. A running / jogging track is visibly worn around the periphery of the park. There is also a growing community of fitness and personal training which is very visible in the park which includes Power Pram classes and Yoga. The council actively encourages all healthy lifestyle choices and is looking at innovative ways to get involved in healthy activities such as orienteering.

4.8 History of Ravenscourt Park

The history of Ravenscourt Park is intertwined with the early settlement and development of West London. Earliest records refer to the manor house and lands on this site date from the 14th century, when they were owned by Alice Perrers, mistress of Edward III. Much of the present site of the park was established by 1750 under the ownership of Thomas Corbett, Secretary to the Admiralty. Originally in the medieval manor of Pallingswick, the manor house and grounds were renamed Ravenscourt after the raven featured on the Corbett's coat of arms. After his death the estate was sold and described in the auction pamphlet (1754) as "consisting of a capital mansion-house, outhouses, gardens, lands and farms; the lands of the rich and fertile soils, the gardens elegantly laid out".

The park survived residential development in the 19th century, when plans to build villas on the site were abandoned, although a strip of land at the southern end was sacrificed to the London & South Western Railway Company for the building of the Kensington – Richmond

line.

The Metropolitan Board of Works purchased the estate in 1887 and opened it to the public a year later. Unfortunately, the manor house was destroyed during bomb attacks on London in the Second World War.

4.9 Archaeology

The area south of the railway arches of Ravenscourt Park are designated an Archaeological Priority Area. The Park contains many listed buildings including the walls and iron wrought gates of the Shakespeare Garden (Walled Garden), the Paddenswick Road Lodge which are early to mid 19th century. Also of note is The Sir William Bull Memorial gates in King Street erected in 1933.

4.10 Present Use

Ravenscourt 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, Shepherds Bush and nearby Chiswick and Ealing.

The park is part of the Conservation Area of Ravenscourt and Starch Green, and its north-eastern corner has been designated an Archaeological Priority Area. Today there is still much evidence of historic planting throughout the park, including plane trees and cedars.

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

4.11 Management

The Parks and Recreation Team, located 77 Glenthorne Road, Hammersmith W6, coordinate the management of Ravenscourt Park and green spaces across the borough. A restructured service was established in 2007 to manage the Grounds Maintenance Contract that was being market tested to improve service delivery which included outsourcing all maintenance operations to an external contractor. The present structure of parks management is as follows.

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 Ravenscourt 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 77 Glenthorne Road, patrol the Park and are responsible for enforcing the Park Byelaws and providing a visual presence enhancing the sense of safety

and security in Ravenscourt. 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.

4.12 Stakeholders

As a testament to the popularity of this park, there is a host of dedicated interest groups who all share common interest to protect the open space as a recreational facility for future generations. In 2008 the council noted the significant contribution these individual groups have made independently of each other to conserving the park and considered that it should formally recognise them as key stakeholders by setting up a single user forum which the council will support. The group is the Friends of Ravenscourt Park established in 2009; however other groups are still encouraged to share and participate in the management of the park. Below are some of the groups that the council work closely with:

Friends of Ravenscourt Park

The Friends of Ravenscourt Park was formally inaugurated in November 2009. The Friends Group brings together the variety of resident, historical, amenity and volunteer groups with an interest in the management and future of the Park. This group is the principal stakeholder for the Park.

The group has now formally adopted a constitution and has signed up to the principles of a Memorandum of Understanding between the Council and the Friends Group.

The MOU outlines how the working relationship with the Friends of Ravenscourt will be managed and resourced by the Council. Council officers will attend a minimum of 2 evening meetings per year with the Friends and there will be two walkabouts with Operational Staff to highlight and discuss solutions to park issues.

Friends of the Walled Garden

The Friends of the Walled Garden have worked closely with H&F gardeners to continually improve the planting in the walled garden for a number of years. They have been instrumental in a number of improvements including the installation of the sundial and the restoration of the original gates.

The Friends are keen volunteers and work side by side with council staff to care for this special part of the Park.

The Hammersmith Society

50 years old this year, this is Hammersmith's umbrella amenity group concerned with planning, conservation and the environment.

(see www.hammersmithsociety.wordpress.com)

The Ashchurch Resident's association

The Ashchurch Residents' Association represents the interests of the residents of Ashchurch Park Villas, Ashchurch Terrace, Ashchurch Grove and the section of the Goldhawk Road from approximately the Starch Green roundabout to Ravenscourt Square, and the immediate environs. Objectives include:

- Preserving and enhancing the character of the Ravenscourt and Starch Green Conservation area
- Seeking improvements in the amenities, facilities and services for residents;
- Promoting the common interests and rights of residents and helping to foster a sense of community

- Serving as a forum for the exchange of views on local matters.

Contact: ashchurchresidents@hotmail.com

Hammersmith Historic Buildings Group

This amenity group has special interest in the heritage of the built environment and as a historic park are active partners as well as a resource of local knowledge.

The Fulham and Hammersmith Historical Society

- The FHHS was formed in May 1971 by the amalgamation of the Fulham History Society (founded 1934) and the Hammersmith Local History Group (founded 1955). Its purpose is:
- To foster and encourage the study of local history and archaeology;
- To compile and publish historical material relating to the area of the London Borough of Hammersmith and Fulham
- To encourage interest in local history and archaeology by meetings, visits and other appropriate means.
- www.fhhs.org.uk

Brackenbury Residents Association

Founded in 1999, the Brackenbury Residents Association is the local association for the Brackenbury area in Hammersmith, London W6 - the streets between Glenthorne Road, Paddenswick / Dalling Roads, Goldhawk Road and west of the Hammersmith and City line.

Objectives of the Association are to make Brackenbury an even better place to live by:

- seeking improvements in local amenities, facilities and services;
- helping to preserve and enhance the character of the area;
- fostering a greater sense of community;
- serving as a forum for exchanges of views on local matters.

The Committee meets regularly - its members keep in touch with those who, like themselves, live in the area and seek to represent their views to local Councillors and the Council, police and local businesses. Matters considered include planning, traffic, street cleaning, tree planting, etc.

Hammersmith Community Gardens Association

The Hammersmith Community Gardens Association manages the Glasshouses at the rear of the Ravenscourt Tea House. This group provides both training in horticulture and social networks for those interested in gardening and volunteering across the borough using Ravenscourt as their base.

Groundwork London

Groundwork manage the Nature Conservation area in partnership with Quadron Services and the council. They often involve volunteer groups to help maintain the area, such as students and team building days, developing and promoting education, biodiversity and ecology.

4.13 Activities and Events

There are a number of activities and events that occur throughout the year both informal and formal as befits a park of principal importance to the borough. Recent events that have taken

place in the park are:

- Carters Steam Fair
- Fireworks
- Opera in the Park
- Play Day
- Sports days
- Gorilla Circus
- Diabetics sponsored walk
- Disney Volunteers day
- Anti crime event
- Environmental training and volunteering

4.14 Leases, Covenants and Legal Interest

Ravenscourt Park accounts for the largest area of the Ravenscourt and Starch Green Conservation Area which was designated on 20 February 1974 and was extended in September 1982, January 1990 and March 1991.

4.15 Title

The park is a freehold land registered on 10/10/2008 with absolute title number BGL69398 the registered proprietor being the Mayor and Burgesses of the London Borough of Hammersmith and Fulham.

Matter affecting / benefiting the land

1. The park has the benefit of the rights granted by but is also subject to the rights reserved by a Conveyance comprising part of the land and other land dated 20/10/1887 between (1) Jessy Emma Stevens (2) Michael Pope and others (3) Richard Birkin and (4) the Metropolitan Board of Works.
2. The park subject to Agreement dated 30/06/1910 between (1) the Metropolitan District Railway Company (2) The London and South Western Railway Company and (3) The London County Council - relating to the erection maintenance and use of the railway viaduct.
3. The park subject to rights granted by a conveyance of other land dated 22/10/1910 between (The London County Council and (2) The London and South Western Railway Company.
4. Park subject to lease dated 04/11/2005 for 12 years registered under title BGL57158, being Garden Centre Ravenscourt Avenue, and 112-116 Railway Arches Ravenscourt Park.

Commercial operations

The park has number of commercial operations under leases managed by the council;

Café in the Park - occupying the recently refurbished stable block building.

West Six Garden Centre

Play nursery and crèche

Situated to the north of the park, this is a private nursery for children 1-7 years old.

One O'clock Clubs This is managed play centre / nursery delivered through the councils early years service and is provision to the 1-7 years age group.

Ravenscourt Park Community Glasshouse This facility is run and managed by the Hammersmith Community Garden Association officially re-launched in 2011 runs a range of school and community garden activities in the parks glasshouses

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 aspirations for Ravenscourt Park from 2008 – 2013. 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 Ravenscourt 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.

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.



Photograph: Entrance to Ravenscourt Park: 1933 Sir William Bull Memorial Gates

6.1.1 Current Condition and Issues

Transport Options

Ravenscourt Park's location is accessible to the Ravenscourt and Starch Green 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 5-minute walk from Ravenscourt Park Station on the District Line. The nearest bus stops, towards Hammersmith, Shepherds Bush, Chiswick or Ealing are approximately 3-5 minutes walk from the main entrances. Bus routes run frequently Monday to Sunday.

Pedestrian Access

Pedestrian access to Ravenscourt Park is through gates at seven points around the park. The main pedestrian entrance is located on King Street in the south western corner of the site. This entrance leads the visitor along a path under the railway arches toward the main toddlers play area.

The Ravenscourt Avenue pedestrian entrance is shared with vehicular traffic making

deliveries to the commercial operations at certain times of the day. Safety issues at this entrance have been identified and are currently being resolved.

Visitors accessing the park via the London Underground District Line can enter the park on Ravenscourt Road.

A popular pedestrian entrance is located in the north-eastern part of the Park on Paddenswick Road. A pedestrian crossing provides safe access across the busy road.

There are also access points in the north of the site on Goldhawk Road and minor entrances by Ravenscourt Square and Ravenscourt Park.

Signage and Information

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

The Play area has separate signage informing users on the playground's age restrictions, safety precautions and contact details.

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

Over the years, as signage design and messages have changed, more signage has been added. Unfortunately this signage, mostly highlighting prohibited activities has contributed to visual clutter throughout the 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. Flyposting is also a significant issue in the borough's parks. This is addressed in the next chapter of the management plan.

Access

Tarmac footpaths link all areas and points of interest in Ravenscourt 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. Whilst tarmac repairs are underway to either patch repair small areas or to resurface entire stretches of the footpath infrastructure, a number of areas require further surfacing improvements. These are listed in the action plans.

Site Facilities and Furniture

Good quality benches, waste bins and dog bins are located conveniently around the site. However, there is inconsistency of style, location and function of site furniture that will need to be resolved to improve the visual appearance and enjoyment of the site.

Funding is available from the Council's special fund for implementing the Disability Discrimination Act (DDA) to ensure that buildings in the Park and other parks are accessible and that appropriate facilities for people with disabilities are available.

The design and condition of shrub beds, planting, trees, facilities and features in Ravenscourt contribute to the visitor experience and satisfaction with the open space. Improvements such as replacement of furniture, new shrub planting and replacement of worn facilities will make Ravenscourt Park a much more welcoming open space.

Visitors to the park will notice a vast amount of fencing of different styles throughout the site. This has developed over time as sections have been enclosed for safety or maintenance reasons. The result is a cluttered and unwelcoming feel that reduces enjoyment of the original layout and design of the park. H&F will be working with stakeholders to reduce the amount of fencing clutter through the implementation of this management plan.

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, and clean.

6.1.3 Management Actions

#	Description	When	Who	Budget (£000)	Source	Secured
Objective 1. Maintenance of boundary fencing, hedging, gates and access paths to a consistently high standard						
1	Permanent shared path signage at Ravenscourt Avenue Entrance to improve pedestrian safety and welcome.	2010/11	Parks Ops		Revenue	Yes
2	Improve bedding at Paddenswick Road entrance.	2011/12	Parks, Ops, Quad		Revenue	Yes
3	Replace worn tarmac paving at key locations around the park.	ongoing	Parks Ops / works teams	50k	Revenue	Yes
4	Repair fencing around top children's play area.	completed	Parks Ops / Works Team	1k	Revenue	Yes
5	Improve sightlines to increase perception of safety by shrub / hedge maintenance.	completed	Parks Ops/ Quadron	0	Revenue	Yes
Objective 2. Improve signage in the surrounding neighbourhood to the park and provide more directional and interpretive signs within the park						
6	Install new interpretive signage, play area signage.	2011/12	Parks Dev	5k	Capital	Yes
7	Install directional signage throughout parks	2011/12	Parks Dev	15k	Capital	Yes
Objective 3. Meet the accessibility requirements of all users						
8	Reinforce grass at key locations to improve vehicular access to main field and reduce damage to the turf.	2010/11	Parks Ops	5k	Revenue	No
9	Assess and implement measures to improve access to park facilities for people with mobility difficulties.	ongoing	Parks Dev	1k	Revenue	No
Objective 4. Provide everybody with a range of high quality, well-maintained and relevant facilities that are accessible, safe and clean.						
10	Replace worn benches and wearing pads with a consistent furniture	2010/11	Parks Ops	5k	Revenue	Yes

#	Description	When	Who	Budget (£000)	Source	Secured
	design.					
11	Deliver a new challenging play area in the park.	completed	Parks Dev	£120K	Play Builder	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: Public enjoying Ravenscourt Park in the summer.

6.2.1 Current Condition and Issues

Asset Life cycle 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.

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. Unsafe facilities are repaired or replaced immediately to ensure user safety and discourage vandalism.

Equipment, facilities and park infrastructure are of high quality and are inspected regularly (see Inspection and Maintenance Regime – Appendices 1 & 2) by Grounds Maintenance Monitors to ensure their safety for users. Quadron Services Limited are contracted to report defects on a weekly basis.

Playground Safety

ARD Playgrounds are specialists in the inspection, repair and maintenance of children's play areas; working closely with Hammersmith and Fulham Council on our outdoor play facilities. Playground equipment is inspected by ARD quarterly with any defaults recorded and reported. Fixes are then undertaken either by ARD or the Small Works team.

Safety and Security of Parks Visitors

The Parks and Recreation Service has invested considerable resources into the improvement of the facilities in the Park to meet community needs and provide a public spaces that safe, secure and enjoyable to visit. 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 and also the play area has permanent attendants providing surveillance and assistance when required. 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 Ravenscourt Park is a well-used and respected facility. With trained mobile 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. Contact information is available on the notice boards and Grounds Maintenance Staff are able to respond quickly to any relevant issues arising.

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 behind the Ravenscourt Park Tea House. Contact information is available on the notice boards and Grounds Maintenance Staff are able to respond quickly to any relevant issues arising.

Parks Constabulary, Grounds Maintenance Monitoring Officers, and the Small Works Team inspect the condition of footpaths, waste bins, and benches, planting and fencing four times a year. The park is also assessed on a monthly basis by the Grounds Maintenance Monitoring Officers as part of the service's Key Performance Indicator reporting. This is an assessment

of the contractor Quadron Services Limited, performance against the specification of the Grounds Maintenance Contract. The condition of seats, litterbins etc is undertaken on a daily basis by Parks Constabulary. Unsafe facilities are repaired or replaced immediately to ensure user safety and discourage vandalism.

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

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.

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.
- Enquiries about our Parks Constabulary should be directed to:

Inspector Stan Davies
First Floor
77 Glenthorne Road
London
W6 0LJ
Telephone: 020 8753 5999
Fax: 020 8740 3418
parksconstabulary@lbhf.gov.uk



Photograph: Park Constabulary enforcement at Polo in the Park event

Constabulary Enforcement Activity in Ravenscourt Park

Ravenscourt 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 for a period of approximately 2 hours at a time when they will be relieved by another officer on a rotational basis.

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 two 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 (PCNs) 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.

Ravenscourt 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 Ravenscourt Park.

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.			

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.

All of the children's play areas are designated dog free areas in Ravenscourt 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 near the lake and at the tea-house.

There are currently three formal dog exercise areas in Ravenscourt Park where owners can safely take their dogs off the lead in a controlled environment. The provision of these areas is being reviewed across the borough to promote more responsible dog ownership.

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.

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. We 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 we suspect a banned type dog is being kept.

Trees - Health and Safety

Trees in parks and open spaces are one of the few locations where minimal intervention is advocated as trees should be encouraged to develop to maturity and have a natural canopy form. Where management is necessary the priority for management of the borough's trees is public safety. Tree pruning, felling and planting will always be guided by the health and safety of the public, council officers and our contractor's employees.

Management of the tree population (the number, density, species choice and location) is important to ensure the safety and perceived safety of 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.)

During storm conditions parks are usually closed to prevent public access for safety reasons.

Pruning of park trees 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 and to make it easier for pedestrians to pass.

The operational safety of tree contractors when working in parks is closely monitored. Any tree company working without the correct safety precautions and equipment would have their contract cancelled.

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

Safety Information

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

Public Toilets

Hammersmith and Fulham Council are responsible for the public toilets in the park. All toilets in the park are cleaned and maintained by Quadron Services Limited.

Male and Female toilets and a fully accessible toilet (Radar Key) are located at the tea house and there is a separate toilet block open when the paddling pool is in operation at the main toddlers play ground. There is currently fully accessible toilet within this block.

Encouraging Healthy Lifestyles

Hammersmith and Fulham have 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 Paralympic London Games 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 wide range of sports activities via clubs and governing bodies,

Ravenscourt 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.

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.

6.2.2 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.

6.2.3 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						
1	Ongoing maintenance works in line with existing GM Contract Specification.	Ongoing	Park Ops	Yes	Revenue	Yes
2	Monthly performance inspection by Grounds Maintenance Monitoring Officers for KPI reporting.	Monthly	Park Ops	Yes	Revenue	Yes
3	Four monthly inspections by Small Works Team.	4 times a year	Small Works	Yes	Revenue	Yes
4	Audit of park facilities and features as part of parks asset management plan	completed	Parks Dev	£60K	Capital	Yes
Objective 6. Work with local residents, rangers, police and other stakeholders to increase informal surveillance of the park and enforce park byelaws.						
5	Schedule regular meetings with stakeholder groups – establish Friends of Parks Groups	ongoing	Parks Dev	Officer Time	Revenue	Yes
6	Encourage use of GreenSTAT to gather information about issues in	ongoing	Parks Dev	0.5k	Capital	Yes

	the park					
Objective 7. Address all safety issues addressed promptly and effectively through timely monitoring and reporting						
7	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
8	Quadron Services Limited H&S reporting of incidents as and when and depot H&S inspection.	Ongoing	Quadron			
9	Ensure complaints are addressed promptly.	Ongoing	Parks and Rec	Officer time	Revenue	Yes
Objective 8. Encourage responsible dog ownership through education, provision and maintenance of dog bins, and active enforcement by Parks Constabulary;						
10	Review the provision of dog area and dog free areas across the borough (Part of Citizens Space Park Survey 2012)	2012	Operations	Officer time	Revenue	Yes
Objective 9. Enforce safe working practices to protect all park staff and visitors						
11	Review buildings and depots – checks for Fire, H&S, electrical etc.	Annually	Operation	Officer time	Revenue	Yes
12	Safety Review of all vehicles and plan used by contractors	Annually	Parks Ops	Officer time	Revenue	Yes
13	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						
14	Review all staff training and update as necessary in line with QSL Training Manager	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: Spring bedding in Ravenscourt Park

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.

Litter and Waste Management

Ravenscourt 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 Ravenscourt has a role in demonstrating its feasibility across the parks network. All green waste recycling facility is now managed off site and returned for mulching to shrub beds. In addition there are number of recyclable waste bins adjacent to nearly all the bins.

Inspection and Maintenance operations

Ravenscourt Park is maintained to a very high standard. Routine inspections ensure that the park is safe, secure and tidy by the Constabulary, contractors and Park client Monitoring. A wide range of maintenance and horticultural operations are undertaken and these activities are described in more detail on the Maintenance Schedule in Appendix 2. Park Staff work regularly with the area grounds maintenance team and our other partners to undertake specific maintenance and refurbishment.

Flyposting

“Flyposting” is a significant management issue in Ravenscourt 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 will be removed regularly. A more robust policy is currently under development.



Photograph: Flyposting – a significant management issue.

Graffiti

In addition to other inspection regimes the Parks and Recreation Service 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 abusive graffiti.** 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 council's 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 Ravenscourt Park to enable volunteers and the community to report incidences of graffiti directly to the council.

Building and structures

There are a number of buildings in the park ranging from the central teahouse, depots to the railway arches which transect the lower end of the park. Management and maintenance of these buildings is dependent on its usage as some are leased out as commercial operations and lessee has responsibility for it upkeep.

Buildings which are directly managed by the council include the depot outbuildings, and the spaces under the railway arches. Regimes of inspections are undertaken by the council's property department to ensure that they comply with both health and safety regulations as well as building regulations.

6.3.2 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.

6.3.3 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.						
	Trees					
1	Removing deadwood and reducing the crowns of some of the large limes and horse chestnuts which are in poor condition.	ongoing	Arb Section	Officer time	Revenue	Yes
2	Tree planting to replace trees removed during year and in response to resident's requests.	ongoing	Arb Section		Revenue	Yes
3	Scheduled felling or pruning as a result of comprehensive tree surveys.	20011/12	Arb Section		Revenue	Yes
4	Maintenance to be carried out in line with existing GM contract specification.	ongoing	Arb Section		Revenue	Yes
5	Continued development of shrubs and	ongoing	Parks		Revenue	Yes

#	Description	When	Who	Budget (£000)	Source	Secured
	borders to improve the horticultural quality of the site.		Ops			
6	Develop a planned programme of tree inspections to maintain a safe and healthy tree stock within the park.	ongoing	Arbs Section		Revenue	Yes
7	Gap up avenues of <i>Ulmus</i> New Horizon and sweet chestnut.	TBC	Arb Section		Revenue	Yes
Objective 12. Provide adequate facilities for the disposal of visitor's rubbish and dog waste.						
8	Review the provision of recycling and dog waste bins.	2010/11	Parks Ops		Revenue	Yes
9	To survey and prioritise a planned replacement programme for all litter and dog waste bins throughout the park. Part of Asset Condition Survey	Complete	Parks Ops	Officer Time	Revenue	Yes
10	To consider providing larger mobile recycling bins for major events in the park.	ongoing	Park Ops / Events		Revenue	Yes
Objective 13. Discourage vandalism and graffiti through education, innovative design of facilities and building community alliances.						
	Removing incidences and reporting of graffiti	ongoing	Parks Ops/			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

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: Mulch being deposited ready for distribution to various sites across the borough

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.

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.

Peat based composts are not used at Ravenscourt Park.

Please find below a short table showing pesticide use within the park. It is recorded that the Japanese knotweed is being managed and the management of eradication of Japanese knotweed is proving very successful around the pond and other smaller isolated areas.

May 2010	Glyphosate	2000ml	Weeds
May	Glyphosate	1000ml	Weeds
May	Glyphosate	1000ml	Japanese knotweed
June	Glyphosate	1000ml	Japanese knotweed
September	Glyphosate	300ml	Japanese knotweed
October	mecoprop/dicamba	560ml	selective weeds

Arboriculture

Trees in parks and open spaces are important as they provide the following decision:

- 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 neighbourhood.
- 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 behaviour.
- Increase the value of adjacent property (i.e. House prices can be between 10 to 25% higher when near a park)

Tree Policy

- Policy and principles have been developed to guide the management of trees throughout LBHF.
- Maintain the existing tree cover in parks and open spaces.
- Plan for the replacement of old trees with new tree planting.
- Where appropriate increase tree cover with new tree planting to provide trees for the future.
- Recognise that trees in parks are a valuable wildlife habitat and ensure that tree management contributes to biodiversity.

- 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 are highly valued in the borough, and every season more are planted. The borough's tree policy is central to our commitment to make the borough a green and pleasant place.

In H&F's parks there are a number of large trees that are up to 150 years old. Arboriculture managers will maintain these trees and work to manage the problems they present through regular pruning.

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. Unnecessary pruning or any work which will be detrimental to the future health of the tree is avoided.

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

If a council tree in a park is damaging adjacent private property residents are advised to contact their building insurer for their opinion. We will then consider evidence of the damage from the insurer and decide whether felling or pruning is needed.

Some parks have been in existence for a long time and have trees which will soon need replacing. Other parks and open spaces could benefit from new tree planting.

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 programmes 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.

The few wooded areas within our parks are managed sustainably where possible. Such practices 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.)

Air Quality Action Plan

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.

Biodiversity Action Plan

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

Unitary Development Plan

UDP 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.

Trees for a Changing Climate

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.

Green Waste Recycling

The small volume of green waste from horticultural works (shrub beds and occasional tree work) used to be transported to the green waste facility on-site for composting and reuse around the site. This recycling has not been as effective as desired and does require more dedicated management to achieve better quality compost has therefore led to recycling now undertaken off site and returned as mulch.

It is proposed to reinstate the management of the previous leaf store by setting up bays as part of the voluntary community garden scheme with Groundwork London. The vehicle access path requires widening and pedestrian safety improved.

To supplement the loss of the green waste facility, a recent addition of a mobile chipper operates on site and allows chippings to be spread directly to shrub beds.

Vehicles and Machinery

Vehicle use in Ravenscourt 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.

Environmental procurement

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

6.4.2 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.

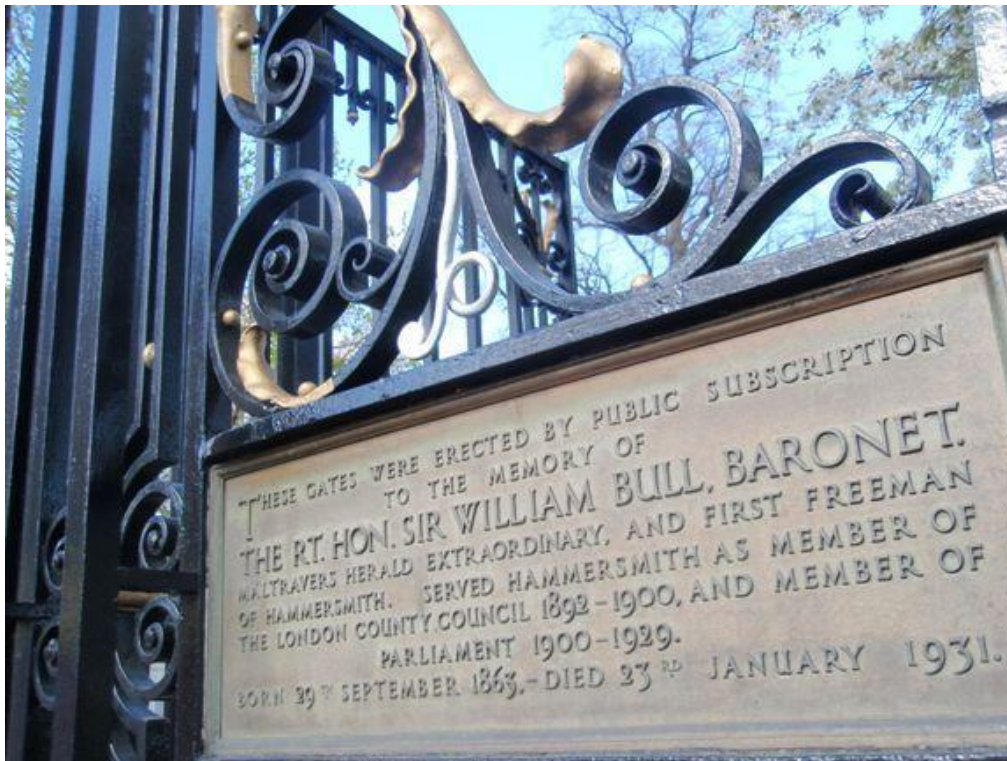
6.4.3 Management Actions

#	Description	When	Who	Budget (£000)	Source	Secured
Objective 15. Ensure environmental policies are in place, implemented and reviewed annually.						
1	Update Biodiversity Action Plan and implement key actions.	2012-14	Parks Dev / BAP Group	Officer time	Revenue	Yes
Objective 16. Reduce on site pesticide use						
2	Agree 10% reduction of pesticide use and monitor implementation. Then review annually.	Complete / Review	Park Ops / Quadron	Officer time	Revenue	Yes
3	Ensure all mulching of site is completed in 2010	completed	Park Ops	3k	Revenue	Yes
Objective 17. Recycle green waste						
4	Where possible wood from arboriculture works are utilised within the park.	Ongoing	Park Ops	Officer time	Revenue	Yes
5	If the opportunity were to arise we would like to retain standing dead wood for wildlife habitat and to create sculptures within the park.					
6	Establish official Green Waste Recycling Facility In Borough at Wormwood Scrubs	Complete	Parks Ops / QSL	£25K	Capital	Yes
Objective 18. Review the use of energy, water and other materials on site.						
6	Audit of resource consumption particularly utilities.	Annually	Park Ops	Officer time	Revenue	Yes
7	Review the use of energy and water within the café, contractor yard, and pond to determine whether we can further reduce their usage.	Bi Annually	Park Ops	Officer time	Revenue	Yes
8	Increase grey water recycling and purchase water butts for walled garden and glass area.	20011/12	Park Dev	1k	Capital	No

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: Honorary heritage feature at the gate entrances

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, Ravenscourt Park is important for its size and good tree and shrub cover. Its main features of nature conservation interest however are a sizeable lake and a small nature conservation area in the north-east corner of the park.

Built Conservation Features

Ravenscourt Park forms the main feature of the Ravenscourt and Starch Green Conservation Area. The older built fabric of the park is a remnant of the former grounds of the manor of Palingswick, surrounded by a street layout which has evolved from the 18th century. This is reflected in the number of Listed Buildings and Buildings of Local Merit. Which are:

- The walls and the wrought iron gates of the Shakespeare Garden (also known as the Walled Garden) which are early 18th century
- the former stable block to Ravenscourt Mansion which is early 18th century
- Sir William Bull gates entrance

The park is an important remnant of the open space which once covered the whole conservation area and contains many mature trees. With a relatively informal layout it provides a variety of recreational facilities including play areas, tennis courts, Bowling Green, and areas for informal activities. Views into the open space of the park are important particularly due to the many mature trees.

Of note is the cherry tree lined avenue following the route of the driveway to the former Ravenscourt House.

In general, the Park has strong visual boundaries which are provided on the west by the sensitive massing of the Hospital frontages and by the domestic scale of the housing developments of Ravenscourt Square and Ravenscourt Park (Road) and on the south by the elevated District Underground Line.

The bridge structure for this railway line is a dominant feature of note in the southern part of the park. It forms a strong edge effectively cutting off the part of the park which fronts King Street though there are views through the arches. Built of stock brick it has simple detailing.

The gate to the park on the corner of King Street and Ravenscourt Park were erected on 3rd April 1933 in the memory of Sir William Bull. These gates together with the railings form a good boundary to the park and define the street edge.

The north side of the park is more diffuse, the varied backs of Goldhawk Road properties being screened in places by mature planting.

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. Ravenscourt Park is an integral part of the key actions of the BAP. Aside from Wormwood Scrubs, it is the only site in the borough to have a conservation area actively managed for biodiversity.

The conservation area is managed by Groundwork, who bring in expert advice as well as resources to achieve this popular ecological education zone.

Biodiversity within Ravenscourt Park has been improved during 2010/11 with the replacement of the pond within the wildlife conservation area. The old pond had come to the end of its life and the area had been closed off as a temporary measure as the board walk had become unstable due to decay of timbers. A new pond was installed with a new boardwalk incorporating a 'pond dipping' jetty allowing for access to further into the pond depths. A new permeable hoggin path has been installed allowing for 'access for all', it is DDA compliant and sustainable. During the dismantling of the old pond, every care was taken to preserve existing wildlife by extracting and storing water and vegetation in water storage containers on site until completion when the introduction into the new pond was made.

Planting was delayed over the harsh winter months and is proposed for early spring: The pond planting shall be native and consist of the following plants:

Hottonia palustris, *Schoenoplectus triqueter*, *Sonchus palustris*, *Limosella aquaticus*, *Oenanthe fluviatilis*, *Oenanthe aquatica*, *Mentha pulgeium*, *Myriophyllum verticilatum*, *Sagittaria sagittifolia*, *Juncus subnodulosus*, *Ranunculus baudotii*, *Rumex maritimus*, *Eleocharis acicularis*, *Ranunculus fluitans*, *Nymphaea lutea*.

Woodland management has been performed by Groundwork and the volunteers including the cutting back of hedges to allow for the pond work to take place and proposed bog area development within the site will be created by volunteers from Hammersmith Community Gardens Association in partnership with Groundwork.

Many of the existing shrub beds throughout the park have been replenished using native species and there has been a conscious effort made to buy plants in P9 pots or as plug plants to help reduce the carbon footprint created in association with transportation and packaging. This also adds value for money and allows for a more diverse range of plants to be purchased. As well as this, native hedge planting along Paddenswick Road has also taken place using whip plants for better establishment.

There has been an increase of native woodland bulb planting within both the Woodland area of the Wildlife conservation area and amongst the Silver birches (*Betula pendula*) in the Northern dog run

area.

There is further proposed native hedgerow planting planned to take place using volunteers this year further supporting feeding sites and habitat for the eastern wall adjacent the bowling green and the Western fence line. It is proposed that a mixed species hedge of *Crataegus monogyna*, *Viburnum opulus* and *Alnus glutinosa* is planted which will also be aesthetically pleasing.

There are several bird boxes within the park and logs in the stag beetle loggery continue to decay to provide an ideal habitat for stag beetles.

As well as this we have ensured that when parks and open spaces are let for hire, track matting is used to protect grass areas.



Photograph: Ravenscourt Park Nature Conservation Area Signage

6.5.2 Objectives

19. Protect and enhance the biodiversity value of Ravenscourt 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.						
1	Review and update the BAP for the borough as a whole and ensure this is being implemented within the park.	2012-14	Parks Ops	Officer time	Revenue	Yes
2	Continue to develop the community garden in partnership with Hammersmith Community Gardens Association to promote biodiversity and nature conservation with more native planting.	ongoing	Parks Dev	Officer time	Revenue	Yes
3	To develop further areas of the park such as the silver birch wood and around the pond to further enhance the biodiversity value of the park.	2012-14	Parks Ops	2k	Capital	Yes
4	To enhance the biodiversity value within any	2012-14	Parks	TBC	Play	Yes

#	Description	When	Who	Budget (£000)	Source	Secured
	planting of new play areas.		Dev / Quadron		builder / Revenue	
5	Encourage species at risk such as stag beetles by setting more log piles.	2009/10	Parks Ops	0	NA	Yes
6	Central lake marginal and bank planting along with mechanical aeration will improve its biodiversity and amenity value.	2009/10	Parks Dev / Ops	40k	Capital	No
7	Conduct full ecological survey of fauna and flora.	Flora survey complete	Parks Dev	10k	Natural England	No
Objective 20. Conserve the character, design, layout and relationship to the surrounding environment.						
8	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
9	Development of a management plan for the walled garden to restore its historical identity	2012-13	Parks Dev	3k	Capital	No
10	Full restoration of greenhouses	Complete	Parks Dev	TBC	TBC	No
Objective 21. Educate the public on the habitat, species and features of the nature conservation area of Ravenscourt Park						
11	Replace interpretive panel at Ravenscourt Lake, walled garden and community gardens.	complete	Parks Dev	1k	Capital	Yes
12	Improve publicity of Groundwork events and those at Glass Houses.	Ongoing	Parks Dev	1k	Revenue	Yes

6.6 Community Involvement

Park management authorities should actively pursue the involvement of members of the community, with representation of as many 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: Representatives from the Council, Grounds Maintenance Contractors and Friends Group join to celebrate 2008/9 Green Flag award.

6.6.1 Current Condition and Issues

Stakeholders and Volunteers

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

The park has a number of active stakeholder groups:

- Friends of Ravenscourt Park;
- Friends of the Ravenscourt Park Walled Garden;
- The Ravenscourt Society;
- The Hammersmith Historic Buildings Group;
- Local Residents Groups (Ravenscourt Square, Brackenbury Residents Association);
- Sports Teams.

The Friends of Ravenscourt Park was established in 2009 to represent park users and work with the council to proactively seek solutions to problems in the park. Hammersmith and Fulham Council will also, with the assistance of the Friends of Ravenscourt Park, engage proactively with adjoining properties and local residents and users of the Park.

There are also other stakeholders and volunteers in the Ravenscourt Area who are also involved in the use, management and promotion of the Park. Hammersmith and Fulham is seeking to further develop partnership opportunities including:

- National, regional and local parks and open spaces, environmental and heritage agencies;
- Development organizations and agencies;
- Funding Agencies;
- Friends Groups;
- Local ward councillors;
- Recreational and Sports Organisations;
- Private sports facility providers;
- Health organizations including the H&F Primary Care Trust;
- Educational establishments including schools;
- Local businesses;
- Community and voluntary groups, particularly those for and representing children and young people, older people, the disabled and ethnic minorities;
- Police and community Safety Agencies.

Relationship Management with 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 has been working 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 and Friends Groups work through an elected volunteer working group. They adapt the constitution to their group needs. The constitution assists the group in defining their objectives, membership and how the group will be administered.

Alongside the constitution is a Memorandum of Understanding between the Council and the Friends Group. This important document is signed by the Council and Officers of the Friends Group and outlines the working relationship between the Council and Friends Group. Friends Groups are guaranteed two 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.

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 other various park user groups is being established.

The Friends of Parks Forum is a meeting hosted by the council with the various friends of park groups. It meets six monthly and allows the groups to share best practise and ideas. Recent ideas discussed at the forum include consultation surrounding the playbuilder program, cycling in parks and new signage and byelaws.

Community Involvement

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

There are three distinct areas where the community have direct management of the site which are:

1. The walled garden area. Friends of the Walled Garden are involved in weeding staking and replanting the herbaceous beds;
2. Community garden and Glasshouse by the Hammersmith Volunteering Garden Scheme;
3. Conservation Areas – Groundwork arrange volunteers from both local residents and businesses to assist in practical conservation work. For example put up bat boxes, tree planting and building loggeries. In 2008 Groundwork had very extensive education programme at Ravenscourt Park. 348 children attended from 15 different classes (year 1 to 5) from 6 different schools. Examples of activities: pond dipping, minibeast hunting, bird spotting and educational games. Practical conservation – 68 sessions held. Groups involved: adults with learning difficulties, young people, and corporate groups.

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

Resident Associations and Friends of Parks groups have initiated parks tree planting events. We have also held tree planting sessions with local school children.

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

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

We are seeking to organise regular guided tree walks in parks. Parks and Culture, the Arboricultural Section and when the Friends groups have been inaugurated we will produce signs, leaflets and other interpretative material. There have also been various tree related articles in local and national newspapers and websites, the most recent being to publicise the second tree in Ravenscourt Park to be designated a Great Tree of London.

User Surveys and Consultations

There have been several surveys of park users showing the standard of maintenance of parks trees is consistently rated higher than other features in parks. In the 1998 postal survey of over 3000 people 90% said the trees in parks were very attractive and 86% said their upkeep was good or excellent. Ten years later in the online element of the parks 2008 consultation process 99% of respondents said the attractiveness of the trees was good to excellent and 88% said the upkeep of trees was good to excellent.

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 also use a visitor survey system of parks and green spaces known as Greenstat. Greenstat is a comprehensive survey system for parks and green spaces, examining the nature of people's visits, their perceptions and satisfaction.

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

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

Alternatively, the Parks and Recreation service can distribute hard copy questionnaires in their local areas, or use them for on-site and off-site interviews. An example of feedback received via the Greenstat portal is provided in the supporting documents folder.

Feedback and Complaints

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

A new H&F Intouch Complaints & Enquiries system was rolled out across the Council in April 2010. All incoming complaints, enquiries, requests for information and feedback for the whole council are sent to the Intouch team to log and is now being recorded via this system and process.

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.

- All correspondence should be directed to parks@lbhf.gov.uk
- H&FIntouch@lbhf.gov.uk
- Telephone 020 8753 3226

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 Hammersmith and Fulham community about future plans, proposals and current projects in the park.
25. Provide support to the Friends of Ravenscourt 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.						
1	Twice yearly walkabouts with local residents and councillors to address any concerns and maintenance issues.	Bi annual	Parks Ops	Officer time	Revenue	Yes
2	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.						
3	Advertising of Friends of group within the park, local press and well as council and external websites to promote local community involvement in the community garden.	In Progress	Parks Dev	Officer time	Revenue	Yes
4	Development of the greenhouses and promotion of the work being carried out by Hammersmith Community Gardens Association.	Ongoing	Parks Dev			
Objective 24. Consult the wider Ravenscourt Park community about future plans, proposals and current projects in the park						

#	Description	When	Who	Budget	Source	Secured
5	Advertising parks improvements within the park, local press and website including how to provide feedback and comments.	Ongoing	Parks Dev	Officer time	Revenue	Yes
6	Mail shots to local residents within the immediate area of the park.					
7	Utilise the Friends of Groups and their membership to consult with the local community.					
Objective 25. Provide support to Friends of Ravenscourt Park to ensure successful grant applications for improvements.						
8	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.						
9	Further develop the work carried out by Groundwork with local schools in the community garden and seek to develop a similar arrangement with Cathy Maund in the greenhouses.	ongoing	Parks Dev	Officer time	Revenue	Yes
10	Seek to develop an improvement plan for the greenhouses and surrounding area to establish this as an environmental education area and community project.	2011/12	Parks Dev	Officer time	Revenue	Yes
Objective 27. Encourage a complementary working relationship between the council and community volunteers.						
11	Develop a framework agreement for using resources and facilities in the park.	Ongoing	Parks dev	Officer time	Revenue	yes
12	Develop new ways of promoting and supporting volunteer work days with Quadron Services Ltd, Groundwork, Friends of Walled Garden and the Greenhouses project.	Ongoing	Parks Dev	Officer time	Revenue	Yes

6.7 Marketing

Is there:

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

6.7.1 Current Condition and Issues

Ravenscourt Park is currently promoted, along with the borough's other parks and leisure facilities, through the various council initiatives including signage outside the park, pamphlets for potential users and information on the council website. Word of mouth is also important. Friends Groups produce a number of newsletters to publicise their specific park.

Marketing of the park currently concentrates on effective signage leading potential users to the park and the promotion of specific events and sports facility availability. A Marketing Strategy is being developed to address the effective marketing of all Parks and Recreation Grounds in the borough. Its implementation specific to Ravenscourt Park will be reviewed and implemented in conjunction with this Management Plan.

Tennis and All Weather Pitch Bookings

Huge improvements have been made to the design and functionality of the Council's website in recent years. It is crucial that Parks and Recreation takes full advantage of this medium to promote facilities and events in Ravenscourt Park and other Open Spaces in the Borough. Sports pitch bookings (E Booking) will be available in 2009 on the LBHF website streamlining the information, booking and charging process for potential users. Active monitoring of website activity will provide managers and users with useful feedback to improve the information on the website.

Signage and Information

New notice boards and signage were installed (Main Interpretive Panel 2009) to improve the information available to visitors. The service will continue to support and encourage the local community to use the park as a venue for appropriate community events.

Marketing and Communication Plan

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

- 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.

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						
	Establish Communications working group	2011/12	Parks Dev/Press Office	Officer time	Revenue	Yes
Objective 29. Provide information about the park in a variety of media both on and off site						
1	Further development of the LBHF website.	Ongoing	Parks Ops	2k	Revenue	Yes
2	Develop a marketing plan with the communications team to promote the park in the local press.	2011/12	Parks Dev	Officer time	Revenue	Yes
3	New signage at entrances.	2010/11	Parks Dev	5k	Capital	Yes
Objective 30. Actively promote the features and facilities of the park and encourage community ownership						
4	Utilise the marketing strategy to promote new features and facilities.	Ongoing	Parks	Officer time	Revenue	Yes

6.8 Management

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



6.8.1 Current Status and Issues

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

Parks Asset Management Strategy and Asset Management Plan

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

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

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

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

Confirm Infrastructure Management System

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

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

is known as a confirm enquiry (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.

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

Figure 6.1 Example Confirm Enquiry Form

Arboriculture – Management of Trees

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

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

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

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

Tree Inspections/Surveys

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

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

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

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

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

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

6.8.2 Objectives

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.
32. Ensure sufficient budget allocated to maintain the park to the standards of this management plan
33. Encourage greater user ownership and involvement in facility management to promote responsible use

6.8.3 Management Actions

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

7 Monitoring and Plan Review

This management plan has been adopted in 2009 and will act as a working document for the management of Ravenscourt 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 Ravenscourt 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 (1998) *Parks and Open Space – A survey of residents in Hammersmith and Fulham*;

Hammersmith and Fulham Environment (1997) *Ravenscourt and Starch Green Conservation Area Profile*;

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

9 Appendices

APPENDIX 1:	Inspection Schedule
APPENDIX 2:	Maintenance Regime
APPENDIX 3:	Corms Report
APPENDIX 4:	Park Plan
APPENDIX 5:	Park Management Structure
APPENDIX 6:	Park Byelaws
APPENDIX 7:	Health and Safety Policy
APPENDIX 8:	Environmental Sustainability Policy
APPENDIX 9:	Marketing & Community Involvement
APPENDIX 10:	Green waste recycling
APPENDIX 11:	Lantra Training
APPENDIX 12:	Flora Survey
APPENDIX 13:	Asset Condition Survey
APPENDIX 14:	Pesticide Reduction Policy
APPENDIX 15:	Playground Inspection report
APPENDIX 16:	Ravenscourt Park Citizen Survey
APPENDIX 17:	Conservation Area management Plan
APPENDIX 18:	Walled Garden Plan
APPENDIX 19:	Park Buildings Health & Safety Compliance Report
APPENDIX 20:	Tree Works
APPENDIX 21:	Action Plan Previous year
APPENDIX 22:	Notes from Walkabout dt.15/11/12

Appendix 1 Inspection Schedule

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

Appendix 2 Maintenance Regime

General

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

Grass

Establishment of Standards

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

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

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

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

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

Type A - General Amenity and Sports Fields

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

Period Height of Cut

All Year Round 15 – 25mm

(Indicative number of cuts is a minimum of 30)

Sports facilities to be maintained are:

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

Playing Fixtures

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

During the playing season:

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

Mowing

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

The height of the grass shall be maintained as follows:

Period Height of Cut

October-March 5 – 10mm

May-September 3 – 5mm

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

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

Edge Green

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

Banks and Surrounds

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

Ditches

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

Rolling

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

Scarification during the Playing Season

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

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

Aeration during the Playing Season

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

Tennis and Ball Court Maintenance

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

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

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

Hedges

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

Beds and borders

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

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

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

Rose Beds and Borders

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

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

Shrub/Herbaceous Planting

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

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

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

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

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

Cleansing

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

a) the summer programme shall apply from 1st April to 30th September inclusive; and undertake a daily manual and mechanical litter picking operation on all hard surfaced areas within the Location, seven days per week.

b) the winter programme shall apply from 1st October to 31st March inclusive. Undertake a twice weekly manual and mechanical litter picking operation on all hard surfaced areas within the Location, once on Monday and once on Friday.

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

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

Leaf Clearing

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

(Indicative number of operations is a minimum of 5)

MAINTENANCE OF PONDS

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

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

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

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

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

Play areas

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

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



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 Rescheduled** **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	
32	Ravenscourt Park	Parks	Grassed Area - Dog Exercise (Type C - Rough Cut)	Collect Litter and Debris / Mow Grass Area / Strim Obstacles	5751.63 m ²	1	1	1						1.00									
32	Ravenscourt Park	Parks	Grassed Area - Dog Exercise (Type C - Rough Cut)	Remove Arisings from Adjacent Hard Standing	575.16 m ²	1	1	1						1.00									
32	Ravenscourt Park	Parks	Grassed Area - Dog Exercise (Type C - Rough Cut)	Maintain Edges of General Amenity Grass	920.26 Lin m	1	1	1						1.00									
32	Ravenscourt Park	Parks	Grassed Area - General (Type A - General Amenity, Sports Fields)	Collect Litter and Mow Grass Area GANG	66305.01 m ²	2	1	1			1			1.00	-1.00								
32	Ravenscourt Park	Parks	Grassed Area - General (Type A - General Amenity, Sports Fields)	Collect Litter and Debris / Mow Grass Area / Strim Obstacles	11700.88 m ²	2	1	1			1			1.00	-1.00								
32	Ravenscourt Park	Parks	Grassed Area - General (Type A - General Amenity, Sports Fields)	Remove Arisings from Adjacent Hard Standing	7800.59 m ²	2	1	1			1			1.00	-1.00								
32	Ravenscourt Park	Parks	Grassed Area - General (Type A - General Amenity, Sports Fields)	Maintain Edges of General Amenity Grass	12480.94 Lin m	2	1	1			1			1.00	-1.00								
32	Ravenscourt Park	Parks	Grassed Area - General (Type B - High Amenity)	Collect Litter Prior to Mowing / Mow Grass area	2177.84 m ²	2	1	1			1			1.00	-1.00								
32	Ravenscourt Park	Parks	Grassed Area - General (Type B - High Amenity)	Remove Arisings from Adjacent Hard Standing	217.78 m ²	2	1	1			1			1.00	-1.00								
32	Ravenscourt Park	Parks	Grassed Area - General (Type B - High Amenity)	Maintain Edges of General Amenity Grass	348.45 Lin m	2	1	1			1			1.00	-1.00								
32	Ravenscourt Park	Parks	Grassed Area - General (Type D - Conservation)	Collect Litter and Debris Mow Grass Area	619.31 m ²	1	1	1						1.00									
32	Ravenscourt Park	Parks	Grassed Area - General (Type D - Conservation)	Remove Arisings From Grass Area	619.31 m ²	1	1	1						1.00									
32	Ravenscourt Park	Parks	Grassed Area - General (Type D - Conservation)	Maintain Edges of Conservation Grass D	99.09 m ²	1	1	1						1.00									
32	Ravenscourt 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								
32	Ravenscourt Park	Parks	Bowling Green	Switch Green to Remove Dew & Wormcasts	1.00 No.	24	6		6		6		6		-24.00								
32	Ravenscourt Park	Parks	Bowling Green	Drag Brush Green to Remove Dew & Wormcasts	1.00 No.	4	1	7	1	1	1	1	1	8.00	4.00								
32	Ravenscourt Park	Parks	Bowling Green	Box Mow Green - In Season	1.00 No.	12	3	3	3	3	3	3	3	6.00	-6.00								
32	Ravenscourt Park	Parks	Bowling Green	Box Mow Green - Closed Season	1.00 No.																		
32	Ravenscourt Park	Parks	Bowling Green	Remove from Store Ditch Mats, Rubber Crumb, Markers etc. and Install	1.00 No.																		
32	Ravenscourt Park	Parks	Bowling Green	Mark out Rink and Move Strings / Markers	1.00 No.	28	7		7		7		7		-28.00								
32	Ravenscourt Park	Parks	Bowling Green	Turn Rinks Through 90%	1.00 No.	4	1		1		1		1		-4.00								
32	Ravenscourt Park	Parks	Bowling Green	Maintain Bowling Green Grass Edge	1.00 No.	8	2	2	2	2	2	2	2	4.00	-4.00								
32	Ravenscourt Park	Parks	Bowling Green	Mow Green Surround	1.00 No.	4	1	1	1	1	1	1	1	2.00	-2.00								
32	Ravenscourt 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								
32	Ravenscourt 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								
32	Ravenscourt Park	Parks	Bowling Green	Roll Green Using Truelevel Roller	1.00 No.	2	1	1			1			1.00	-1.00								
32	Ravenscourt Park	Parks	Bowling Green	Scarify Green in 2 Directions	1.00 No.	1							1		-1.00								
32	Ravenscourt Park	Parks	Bowling Green	Box Mow Following Scarification	1.00 No.	1							1		-1.00								
32	Ravenscourt Park	Parks	Bowling Green	Aerate Green - Sarrel Roller	1.00 No.	4	1	1	1	1	1	1	1	2.00	-2.00								
32	Ravenscourt Park	Parks	Bowling Green	Apply Spring / Summer Fertiliser to Green	1.00 No.																		
32	Ravenscourt Park	Parks	Bowling Green	Irrigate Following Fertiliser Application	1.00 No.																		
32	Ravenscourt Park	Parks	Bowling Green	Apply Autumn / Winter Fertiliser to Green	1.00 No.																		

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32	Ravenscourt Park	Parks	Bowling Green	Irrigate Following Fertiliser Application	1.00 No.																		
32	Ravenscourt Park	Parks	Bowling Green	Fill And Inspect Irrigation Tank - Pre Season	1.00 No.																		
32	Ravenscourt Park	Parks	Bowling Green	Check and Maintain Automatic Irrigation System	1.00 No.	28	7	7	7	7	7	7	7	14.00	-14.00								
32	Ravenscourt Park	Parks	Bowling Green	Service Irrigation System and Sprinkler System	1.00 No.																		
32	Ravenscourt Park	Parks	Bowling Green	Check and Maintain Sprinkler Heads and Spacers	1.00 No.	28	7	7	7	7	7	7	14.00	-14.00									
32	Ravenscourt Park	Parks	Bowling Green	Empty and Inspect Irrigation Tank - Post Season	1.00 No.																		
32	Ravenscourt Park	Parks	Bowling Green	Apply Selective Herbicide to Green	1.00 No.																		
32	Ravenscourt Park	Parks	Bowling Green	Apply Fungicide to Green	1.00 No.																		
32	Ravenscourt Park	Parks	Bowling Green	Apply Insecticide to Green	1.00 No.																		
32	Ravenscourt Park	Parks	Bowling Green	Apply Mosskiller to Green	1.00 No.																		
32	Ravenscourt Park	Parks	Bowling Green	Clean and Remove to Store Ditch Mats, Rubber Crumb, Markers etc.	1.00 No.																		
32	Ravenscourt Park	Parks	Bowling Green	Scarify Green in 4 Directions	1.00 No.																		
32	Ravenscourt Park	Parks	Bowling Green	Box Mow Following Scarification	1.00 No.																		
32	Ravenscourt Park	Parks	Bowling Green	Solid Tine Spike Green - Schedule A	1.00 No.																		
32	Ravenscourt Park	Parks	Bowling Green	Hollow Tine Spike Green - Schedule B	1.00 No.																		
32	Ravenscourt Park	Parks	Bowling Green	Topdress Green - Schedule A	1.00 No.																		
32	Ravenscourt Park	Parks	Bowling Green	Topdress Green - Schedule B	1.00 No.																		
32	Ravenscourt Park	Parks	Bowling Green	Oversow Green	1.00 No.																		
32	Ravenscourt Park	Parks	Bowling Green	Half Moon Edge Bowling Green and Surround	1.00 No.																		
32	Ravenscourt Park	Parks	Bowling Green	Aerate Green - Slit Tine	1.00 No.																		
32	Ravenscourt Park	Parks	Bowling Green	Commission Annual Condition Report	1.00 No.																		
32	Ravenscourt Park	Parks	Bowling Green	Submit Annual Condition Report to Council	1.00 No.	1							1		-1.00								
36	Ravenscourt Park	Parks	Outdoor Tennis/Ball Courts	Sweep Court Surface to Remove Debris / Standing Water	6291.92 m ²	1							1		-1.00								
36	Ravenscourt Park	Parks	Outdoor Tennis/Ball Courts	Collect and Remove Leaves / Blossom / Litter	6291.92 m ²	4	1	1	1	1	1	1	1	2.00	-2.00								
36	Ravenscourt Park	Parks	Outdoor Tennis/Ball Courts	Inspect Fences, Gates and Report Defects	7.00 No.	4	1	1	1	1	1	1	1	2.00	-2.00								
36	Ravenscourt Park	Parks	Outdoor Tennis/Ball Courts	Inspect Equipment and Report Defects	7.00 No.	4	1	1	1	1	1	1	1	2.00	-2.00								
36	Ravenscourt Park	Parks	Outdoor Tennis/Ball Courts	Maintenance - Inspect, Nets and Winding Gear and Adjust as Required	7.00 No.	4	1	1	1	1	1	1	1	2.00	-2.00								
32	Ravenscourt Park	Parks	Outdoor Sports Surface - Synthetic Grass Pitch	Remove Twigs, Leaves and Debris Prior to Sweeping	1.00 No.	4	1	1	1	1	1	1	1	2.00	-2.00								
32	Ravenscourt Park	Parks	Outdoor Sports Surface - Synthetic Grass Pitch	Renovate Surface Pile by Sweeping (HAKO)	1.00 No.	4	1		1		1	1		-4.00									
32	Ravenscourt Park	Parks	Outdoor Sports Surface - Synthetic Grass Pitch	Apply Herbicide to Perimeter	1.00 No.																		
32	Ravenscourt Park	Parks	Outdoor Sports Surface - Synthetic Grass Pitch	Apply Mosskiller / Algicide	1.00 No.																		
32	Ravenscourt Park	Parks	Outdoor Sports Surface - Synthetic Grass Pitch	Top Dress With Kiln Dried Sand	1.00 No.																		
32	Ravenscourt Park	Parks	Outdoor Sports Surface - Synthetic Grass Pitch	Drag Mat Synthetic Surface to Work Sand	1.00 No.																		
32	Ravenscourt Park	Parks	Outdoor Sports Surface - Synthetic Grass Pitch	Renovate Surface Compaction by Sweeping (HAKO)	1.00 No.																		
32	Ravenscourt Park	Parks	Outdoor Sports Surface - Synthetic Grass Pitch	Overmark Sports Lines	1.00 No.																		
32	Ravenscourt Park	Parks	Hedge Cutting/Maintenance	Inspect Hedge Prior To Cutting For Nesting Birds / Trim Hedge Growth	308.13 m ²	1			1	1			1.00										
32	Ravenscourt Park	Parks	Hedge Cutting/Maintenance	Hedge Base - Remove Weed, Litter and Debris	308.13 m ²	1			1	1			1.00										
32	Ravenscourt Park	Parks	Rose Bed (Cultural)	Prune Main Annual Prune	415.61 m ²																		

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	
32	Ravenscourt Park	Parks	Rose Bed (Cultural)	Remove Dead Diseased and Damaged Wood	415.61 m ²																		
32	Ravenscourt Park	Parks	Rose Bed (Cultural)	Remove Sucker Growth	415.61 m ²																		
32	Ravenscourt Park	Parks	Rose Bed (Cultural)	Firm Back all Roses Following Winter	415.61 m ²																		
32	Ravenscourt Park	Parks	Rose Bed (Cultural)	Fork Bed and Rake to Fine Tilth	415.61 m ²																		
32	Ravenscourt Park	Parks	Rose Bed (Cultural)	Apply Granular Fertiliser	415.61 m ²																		
32	Ravenscourt Park	Parks	Rose Bed (Cultural)	Inspect Condition / Collect Litter and Debris	415.61 m ²	2			1	1			1		1.00	-1.00							
32	Ravenscourt Park	Parks	Rose Bed (Cultural)	Hand Weed / Hoe and Remove all Weed Growth	415.61 m ²	2			1	1			1		1.00	-1.00							
32	Ravenscourt Park	Parks	Rose Bed (Cultural)	Remove Autumn Leaf Fall	415.61 m ²																		
32	Ravenscourt Park	Parks	Rose Bed (Cultural)	Dead Head / Summer Prune / Remove Sucker Growth	415.61 m ²	2			1	1			1		1.00	-1.00							
32	Ravenscourt Park	Parks	Rose Bed (Cultural)	Apply Insecticide	415.61 m ²																		
32	Ravenscourt Park	Parks	Rose Bed (Cultural)	Apply Fungicide	415.61 m ²																		
32	Ravenscourt Park	Parks	Rose Bed (Cultural)	Inspect Bed and Report Damaged / Missing Stock	415.61 m ²	1			1	1					1.00								
32	Ravenscourt Park	Parks	Shrub Bed (Cultural)	Prune Shrubs to Enhance Flowering / Remove Suckers / Dead Wood /	10794.13 m ²	1	1	1							1.00								
32	Ravenscourt Park	Parks	Shrub Bed (Cultural)	Fork Bed and Rake to Fine Tilth	10794.13 m ²																		
32	Ravenscourt Park	Parks	Shrub Bed (Cultural)	Apply Granular Fertiliser	10794.13 m ²																		
32	Ravenscourt Park	Parks	Shrub Bed (Cultural)	Mulch Borders Using Recycled Materials	10794.13 m ²																		
32	Ravenscourt Park	Parks	Shrub Bed (Cultural)	Inspect Condition / Collect Litter and Debris	10794.13 m ²	2			1	1			1		1.00	-1.00							
32	Ravenscourt Park	Parks	Shrub Bed (Cultural)	Hand Weed / Hoe and Remove all Weed Growth	10794.13 m ²	2			1	1			1		1.00	-1.00							
32	Ravenscourt Park	Parks	Shrub Bed (Cultural)	Sweep / Return to Bed Spilled Bark from Surrounds	10794.13 m ²	2			1	1			1		1.00	-1.00							
32	Ravenscourt Park	Parks	Shrub Bed (Cultural)	Reduce Soil / Mulch Level at Bed Edge	10794.13 m ²																		
32	Ravenscourt Park	Parks	Shrub Bed (Cultural)	Remove Autumn Leaf Fall	10794.13 m ²																		
32	Ravenscourt Park	Parks	Shrub Bed (Cultural)	Dead Head / Summer Prune / Remove Sucker Growth	10794.13 m ²	2			1	1			1		1.00	-1.00							
32	Ravenscourt Park	Parks	Shrub Bed (Cultural)	Inspect Bed and Report Damaged / Missing Stock	10794.13 m ²	1			1	1					1.00								
32	Ravenscourt Park	Parks	Herbaceous Border	Trim Back/Remove Dead Foliage, Flowers, Weeds & Litter	392.10 m ²																		
32	Ravenscourt Park	Parks	Herbaceous Border	Cultivate Herbaceous Border	392.10 m ²																		
32	Ravenscourt Park	Parks	Herbaceous Border	Lifting & Division - Lift 1/3 of Bedding per Annum	392.10 m ²																		
32	Ravenscourt Park	Parks	Herbaceous Border	Lifting & Division - Tread, Firm, Rake and Reshape Bed	392.10 m ²																		
32	Ravenscourt Park	Parks	Herbaceous Border	Lifting & Division - Replant Bedding	392.10 m ²																		
32	Ravenscourt Park	Parks	Herbaceous Border	Apply Fertiliser to Promote Flower	392.10 m ²																		
32	Ravenscourt Park	Parks	Herbaceous Border	Edge Bed/Reform Edges with Half Moon Edging Iron	164.68 Lin m																		
32	Ravenscourt Park	Parks	Herbaceous Border	Maintain Herbaceous Border Weed and Litter Free	392.10 m ²	2			1	1			1		1.00	-1.00							
32	Ravenscourt Park	Parks	Herbaceous Border	Routine Maintenance - Remove Dead Foliage / Flower	392.10 m ²	2			1	1			1		1.00	-1.00							
32	Ravenscourt Park	Parks	Herbaceous Border	Routine Maintenance - Dead Head & Prune as Required	392.10 m ²	2			1	1			1		1.00	-1.00							
32	Ravenscourt Park	Parks	Herbaceous Border	Install/Remove Plant Supports as Required	392.10 m ²																		
32	Ravenscourt Park	Parks	Herbaceous Border	Report Infestations of Pest or Disease	392.10 m ²																		
32	Ravenscourt Park	Parks	Herbaceous Border	Inspect Bed and Report Damaged / Missing Stock	392.10 m ²	1			1	1					1.00								
32	Ravenscourt Park	Parks	Annual Bedding	Lift & Remove Spent Plants/Bulbs	310.07 m ²																		
32	Ravenscourt Park	Parks	Annual Bedding	Supply and Incorporate Organic Material	310.07 m ²																		

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	
32	Ravenscourt Park	Parks	Annual Bedding	Single Dig Bed	310.07 m ²																		
32	Ravenscourt Park	Parks	Annual Bedding	Tread Bed Area to Consolidate	310.07 m ²																		
32	Ravenscourt Park	Parks	Annual Bedding	Grade Bed Area by Raking	310.07 m ²																		
32	Ravenscourt Park	Parks	Annual Bedding	Reduce Soil Level at Bed Edge	310.07 m ²	2			1	1			1		1.00	-1.00							
32	Ravenscourt Park	Parks	Annual Bedding	Edge Bed Half Moon Edging Iron	310.07 m ²																		
32	Ravenscourt Park	Parks	Annual Bedding	Supply and Incorporate Fertiliser	310.07 m ²																		
32	Ravenscourt Park	Parks	Annual Bedding	Irrigate Bed Area	310.07 m ²																		
32	Ravenscourt Park	Parks	Annual Bedding	Set Out/Plant Bedding Plants	310.07 m ²																		
32	Ravenscourt Park	Parks	Annual Bedding	Water in Planted Bedding	310.07 m ²																		
32	Ravenscourt Park	Parks	Annual Bedding	Hoe Bed Area Following Planting	310.07 m ²																		
32	Ravenscourt Park	Parks	Annual Bedding	Report Instances of Vandalism / Theft	310.07 m ²	2			1	1			1		1.00	-1.00							
32	Ravenscourt Park	Parks	Annual Bedding	Report Instances of Pest / Disease	310.07 m ²	2			1	1			1		1.00	-1.00							
32	Ravenscourt Park	Parks	Annual Bedding	Hoe / Hand Weed Bedding	310.07 m ²	2			1	1			1		1.00	-1.00							
32	Ravenscourt Park	Parks	Annual Bedding	Dead Head Bedding	310.07 m ²	2			1	1			1		1.00	-1.00							
32	Ravenscourt Park	Parks	Annual Bedding	Remove Rogue Plants / Bulbs	310.07 m ²	2			1	1			1		1.00	-1.00							
32	Ravenscourt Park	Parks	Annual Bedding	Remove Litter and Debris	310.07 m ²	2			1	1			1		1.00	-1.00							
32	Ravenscourt Park	Parks	Annual Bedding	Firm Back Loose Plants	310.07 m ²	2			1	1			1		1.00	-1.00							
32	Ravenscourt Park	Parks	Annual Bedding	Remove Autumn Leaf Fall	310.07 m ²																		
32	Ravenscourt Park	Parks	Annual Bedding	Check / Tie Dot Plants as Required	310.07 m ²	2			1	1			1		1.00	-1.00							
32	Ravenscourt Park	Parks	Hardstanding Area - Concrete	Sweep to Remove Litter and Debris	186.45 m ²	4	1	1	1	1	1	1	1	2.00	-2.00								
32	Ravenscourt Park	Parks	Hardstanding Area - Paved	Sweep to Remove Litter and Debris	221.56 m ²	4	1	1	1	1	1	1	1	2.00	-2.00								
32	Ravenscourt Park	Parks	Path Area - Paved	Sweep to Remove Litter and Debris	515.12 m ²	4	1	1	1	1	1	1	1	2.00	-2.00								
32	Ravenscourt Park	Parks	Path Area - Tarmac	Sweep to Remove Litter and Debris	643.26 m ²	4	1	1	1	1	1	1	1	2.00	-2.00								
32	Ravenscourt Park	Parks	Path Area - Board Walk	Sweep to Remove Litter and Debris	13429.44 m ²	4	1	1	1	1	1	1	1	2.00	-2.00								
32	Ravenscourt Park	Parks	Leaf Clearance	Remove Autumn Leaf Fall	132126.95 m ²																		
32	Ravenscourt Park	Parks	Litter/Dog Bins	Remove Liner and Replace with New	60.00 No.	56	14	14	14	14	14	14	14	28.00	-28.00								
32	Ravenscourt Park	Parks	Litter/Dog Bins	Clean Interior and Exterior of Bin	60.00 No.	1	1	1						1.00									
32	Ravenscourt Park	Parks	Litter/Dog Bins	Inspect Condition and Report Defects	60.00 No.	56	14	14	14	14	14	14	14	28.00	-28.00								
32	Ravenscourt Park	Parks	Litter Pick Parks	Collect All Litter and Debris Including Dog Faeces From Hard and Soft Areas	132126.95 m ²	28	7	7	7	7	7	7	7	14.00	-14.00								
32	Ravenscourt Park	Parks	Water Fountains and Other Ornamental Features	Inspect Condition and Report Defects / Clean Water Fountain or Feature	21.00 No.	4	1		1		1	1	1		-4.00								
32	Ravenscourt Park	Parks	Seats/Benches	Inspect Condition and Report Defects / Wash Clean Park Seats	116.00 No.	4	1	1	1	1	1	1	1	2.00	-2.00								
32	Ravenscourt Park	Parks	Seats/Benches	Paint / Preserve Seats	116.00 No.																		
32	Ravenscourt Park	Parks	Maintain Pond	Inspect Condition and Report Defects	2.00 Pond	4	1	1	1	1	1	1	1	2.00	-2.00								
32	Ravenscourt Park	Parks	Maintain Pond	Report All Damage / Pollution to Supervising Officer	2.00 Pond	4	1	1	1	1	1	1	1	2.00	-2.00								

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32	Ravenscourt Park	Parks	Maintain Pond	Remove Litter and Debris	2.00 Pond	4	1	1	1	1	1	1	1	2.00	-2.00								
32	Ravenscourt Park	Parks	Maintain Pond	Check and Clear Outflows and Inflows	2.00 Pond	4	1	1	1	1	1	1	1	2.00	-2.00								
32	Ravenscourt Park	Parks	Maintain Pond	Remove Excess Algae / Weeds to Bank for 24 Hours	2.00 Pond	1							1		-1.00								
32	Ravenscourt Park	Parks	Maintain Pond	Remove Excess Algae / Weeds to Tip	2.00 Pond	1							1		-1.00								
32	Ravenscourt Park	Parks	Maintain Pond	Clean Out Pond and Remove All Silt and Debris to Bank	2.00 Pond																		
32	Ravenscourt Park	Parks	Maintain Pond	Remove Deposited Silt / Leaves etc. to Tip	2.00 Pond																		
32	Ravenscourt Park	Parks	Hardstanding Area - Concrete	Apply Herbicide	186.45 m²																		
32	Ravenscourt Park	Parks	Hardstanding Area - Paved	Apply Herbicide	221.56 m²																		
32	Ravenscourt Park	Parks	Hardstanding Area - Tarmac	Apply Herbicide	515.12 m²																		
32	Ravenscourt Park	Parks	Outdoor Tennis/Ball Courts	Apply Herbicide	6291.92 m²																		
32	Ravenscourt Park	Parks	Path Area - Paved	Apply Herbicide	643.26 m²																		
32	Ravenscourt Park	Parks	Path Area - Tarmac	Apply Herbicide	13429.44 m²																		
32	Ravenscourt Park	Parks	Path Area - Board Walk	Apply Herbicide	42.03 m²																		
32	Ravenscourt Park	Parks	Path Area - Concrete	Apply Herbicide	254.26 m²																		
32	Ravenscourt Park	Parks	Path Area - Dirt with Trim	Apply Herbicide	169.32 m²																		
32	Ravenscourt Park	Parks	Site Boundaries	Apply Herbicide	2316.70 m²																		
32	Ravenscourt Park	Parks	Playground Perimeters - Weed Control	Apply Herbicide	779.91 m²																		
32	Ravenscourt Park	Parks	Childrens Play Area Synthetic	Inspect Play Area and Remove Litter and Debris	1.00 No.	28	7	7	7	7	7	7	7	14.00	-14.00								
32	Ravenscourt Park	Parks	Childrens Play Area Synthetic	Sweep Synthetic Area to Remove all Debris	1.00 No.	28	7	7	7	7	7	7	7	14.00	-14.00								
32	Ravenscourt 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	7	14.00	-14.00								
32	Ravenscourt Park	Parks	Childrens Play Area Synthetic	Report All Defects to Equipment / Surfaces / Fences etc.	1.00 No.	28	7	7	7	7	7	7	7	14.00	-14.00								
32	Ravenscourt Park	Parks	Childrens Play Area Synthetic	Complete Daily Inspection Log	1.00 No.	28	7		7		7		7		-28.00								
32	Ravenscourt 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	14	28.00	-28.00								
32	Ravenscourt Park	Parks	Childrens Play Area Sand Pit	Sweep Spilled Sand and Replace	1.00 No.	56	14	14	14	14	14	14	14	28.00	-28.00								
32	Ravenscourt Park	Parks	Childrens Play Area Sand Pit	Rake Sand Pit to Level	1.00 No.	28	7	7	7	7	7	7	7	14.00	-14.00								
32	Ravenscourt Park	Parks	Childrens Play Area Sand Pit	Fork Sand Pit to Relieve Compaction	1.00 No.	4	1	1	1	1	1	1	1	2.00	-2.00								
32	Ravenscourt 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	7	14.00	-14.00								
32	Ravenscourt 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	7	14.00	-14.00								
32	Ravenscourt 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	7	14.00	-14.00								
32	Ravenscourt 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	7	14.00	-14.00								
32	Ravenscourt Park	Parks	Childrens Play Area Sand Pit	Complete Daily Inspection Log	1.00 No.	28	7		7		7		7		-28.00								
32	Ravenscourt Park	Parks	Childrens Play Area Sand Pit	Top up Sand Level in Pit	1.00 No.																		
32	Ravenscourt Park	Parks	Childrens Play Area Sand Pit	Incorporate New Sand and Rake to Level	1.00 No.																		
32	Ravenscourt Park	Parks	Public Conveniences	Open / Unlock Public Conveniences	2.00 No.	28	7	7	7	7	7	7	7	14.00	-14.00								
32	Ravenscourt Park	Parks	Public Conveniences	Close / Lock Public Conveniences	2.00 No.	28	7	7	7	7	7	7	7	14.00	-14.00								
32	Ravenscourt Park	Parks	Public Conveniences	Daily Cleaning Duties	2.00 No.	28	7	7	7	7	7	7	7	14.00	-14.00								
32	Ravenscourt Park	Parks	Public Conveniences	Weekly Cleaning Duties	2.00 No.	4	1	7	1	1	1	1	1	8.00	4.00								
32	Ravenscourt Park	Parks	Public Conveniences	Periodic Deep Cleaning Duties	2.00 No.																		

Appendix 4 Park Map

Welcome to Ravenscourt Park



a cleaner, greener borough



A History of Ravenscourt Park

The park's provenance dates back to the 13th century.

The Manor of Pallingawick, or Paddenawick, was once owned by Alice Ferrers, a companion of Edward III.

The 'new' name of Ravenscourt first appeared in 1750 and the last private owner of the house and grounds was George Scott who reputedly employed the well known landscape architect Humphrey Repton, to improve the park and create serpentine paths which remain today.

To the north of the park is the site of Ravenscourt House (formerly known as Pallingawick House), which was destroyed by bombing in 1941.

The stable block still stands and is used as the cafe. The House was formerly moated but the moat was filled in the 19th Century, with the exception of one arm which has survived as the lake.

The Metropolitan Board of works purchased Land in 1867 which was laid out as a public park. In 1888 Ravenscourt Park was officially opened as a public park and now provides a wide range of recreational facilities.

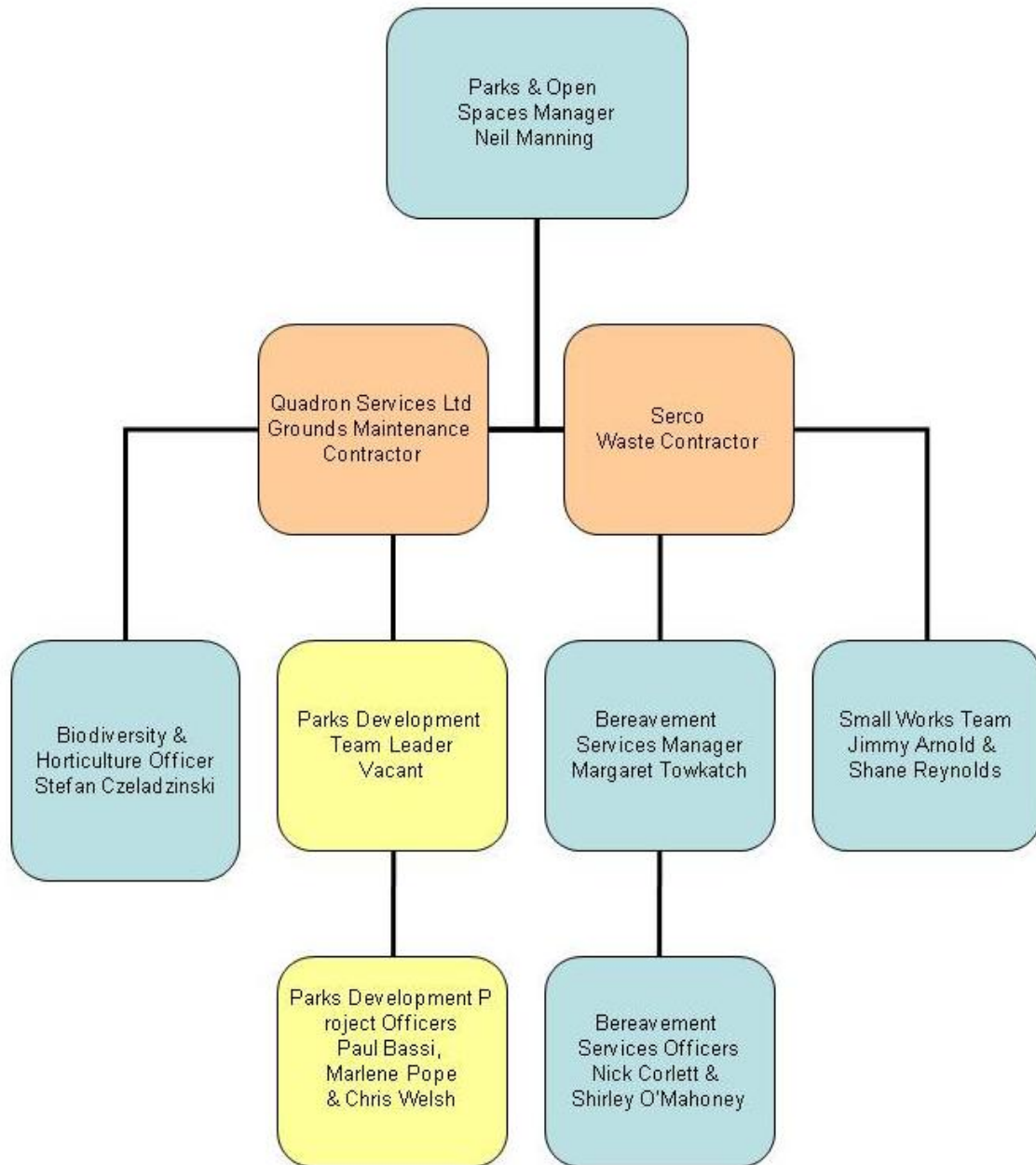
All park gates open by 7.30am and close at:

This site is managed by Hammersmith & Fulham Council

For further information or bookings: please telephone 020 8748 3020 or email parks@hbf.gov.uk
If you require assistance from Parks Constabulary telephone 020 8753 5999 otherwise in case of an emergency dial 999

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Appendix 5 Parks Management Structure



Appendix 7 Health and Safety Policy



Statement of Health & Safety Policy

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

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

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

We will ensure –

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

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

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

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

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

All policies will be reviewed and updated regularly.

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

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

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

CLIVE IVIL
Managing Director
Date : 1st August 2011

Appendix 8 Environment & Sustainability policy



Environmental Sustainability Policy

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

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

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

Quadron is committed to:

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

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

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

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

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

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

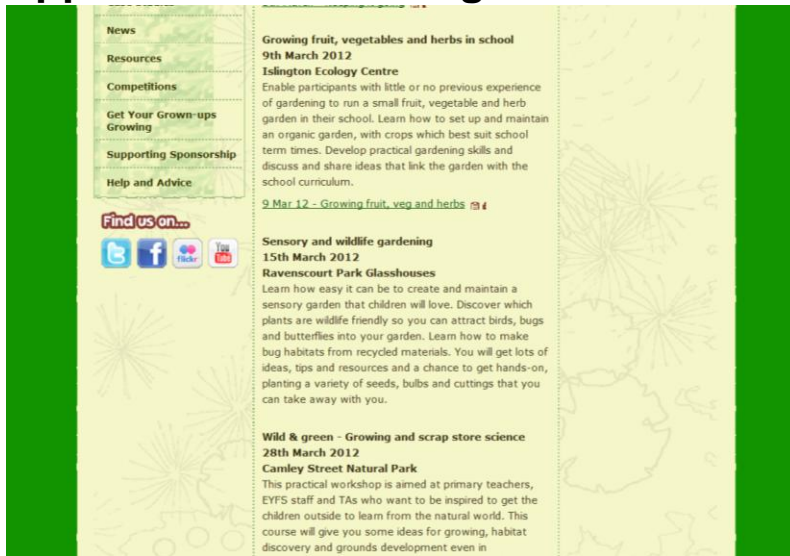
A handwritten signature in black ink, appearing to read "Michael C. Martin".

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

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

CLIVE IVIL
Managing Director
Date: 10th January 2012

Appendix 9 – Marketing and Community Involvement

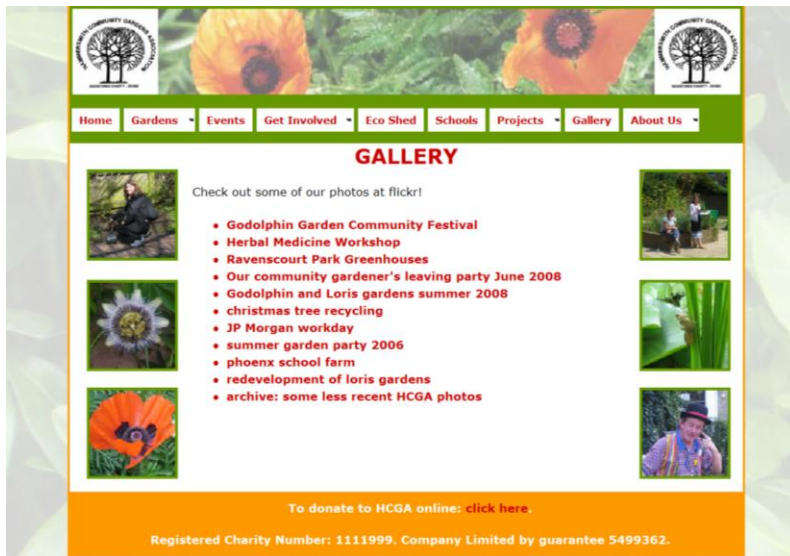


The screenshot shows a section of the RHS website with a green sidebar on the left containing navigation links: News, Resources, Competitions, Get Your Grown-ups Growing, Supporting Sponsorship, and Help and Advice. Below these are social media icons for Twitter, Facebook, Flickr, and YouTube. The main content area features three articles:

- Growing fruit, vegetables and herbs in school**
9th March 2012
Islington Ecology Centre
Enable participants with little or no previous experience of gardening to run a small fruit, vegetable and herb garden in their school. Learn how to set up and maintain an organic garden, with crops which best suit school term times. Develop practical gardening skills and discuss and share ideas that link the garden with the school curriculum.
9 Mar 12 - Growing fruit, veg and herbs
- Sensory and wildlife gardening**
15th March 2012
Ravenscourt Park Glasshouses
Learn how easy it can be to create and maintain a sensory garden that children will love. Discover which plants are wildlife friendly so you can attract birds, bugs and butterflies into your garden. Learn how to make bug habitats from recycled materials. You will get lots of ideas, tips and resources and a chance to get hands-on, planting a variety of seeds, bulbs and cuttings that you can take away with you.
- Wild & green - Growing and scrap store science**
28th March 2012
Camley Street Natural Park
This practical workshop is aimed at primary teachers, EYFS staff and TAs who want to be inspired to get the children outside to learn from the natural world. This course will give you some ideas for growing, habitat discovery and grounds development even in

Activity Sessions: Ravenscourt Park Community Glasshouse delivering regional RHS Campaign for School Gardening.

<http://apps.rhs.org.uk/schoolgardening/teachershome/teachertraining/london/default.aspx>



The screenshot shows the 'GALLERY' page of the Hammersmith Community Garden Association website. The page has a green header with a navigation menu: Home, Gardens, Events, Get Involved, Eco Shed, Schools, Projects, Gallery, and About Us. The main content area is titled 'GALLERY' and includes the text 'Check out some of our photos at flickr!'. Below this is a list of links to various events and activities:

- Godolphin Garden Community Festival
- Herbal Medicine Workshop
- Ravenscourt Park Greenhouses
- Our community gardener's leaving party June 2008
- Godolphin and Loris gardens summer 2008
- christmas tree recycling
- JP Morgan workday
- summer garden party 2006
- phoenix school farm
- redevelopment of loris gardens
- archive: some less recent HCGA photos

At the bottom of the page, there is a link to donate to HCGA online and the registered charity number: 1111999. Company Limited by guarantee 5499362.

Hammersmith Community Garden Association Website: Ravenscourt Glasshouse flickr gallery

<http://hcgga.org.uk/content/gallery/gallery.html>

Member login Search

Capital Growth

- Home
- What's the big idea?
- I want to join
- Benefits
- Your local spaces
- Training**
- The Regents Park
- London Wildlife Trust
- Events
- Our support
- Themes
- News & press
- Capital Bae

Capital Growth's training in West London

In partnership with Hammersmith Community Gardens Association

Hammersmith Community Gardens Association has been delivering community growing projects in the borough for 15 years. Their main sites are the Glasshouses in Ravenscourt Park where they run weekly growing sessions and training. Stock produced at this site is used by the 12 schools where they have a school gardening programme. For the last four years HCGA have managed the school farm and learning zone on behalf of Phoenix High School. On the one acre site that is situated in the middle of the White City Estate their volunteers grow a wide range of crops, all just 2 streets away from the A40.

How to book
 Booking is essential as sessions fill up fast! Please email adminhcgga@gmail.com to find out if there are spaces and to reserve a place.

Fees
 Fees must be paid in advance by cheque or paypal. Details on how to make a payment will be sent by email. Three hour sessions - £15 for individuals / £10 for Capital Growth members

Sessions available until November 2011 are:

Capital Growth Campaign: Hammersmith Community Garden Association is part of the West London Campaign

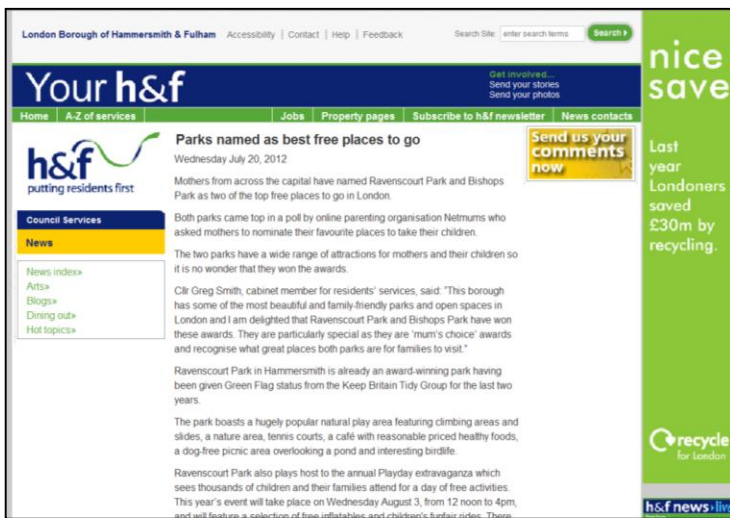


Hammersmith Park Community Glasshouse Re-launch June 2011: Cllr Greg Smith pedaling for his sustainable smoothie.



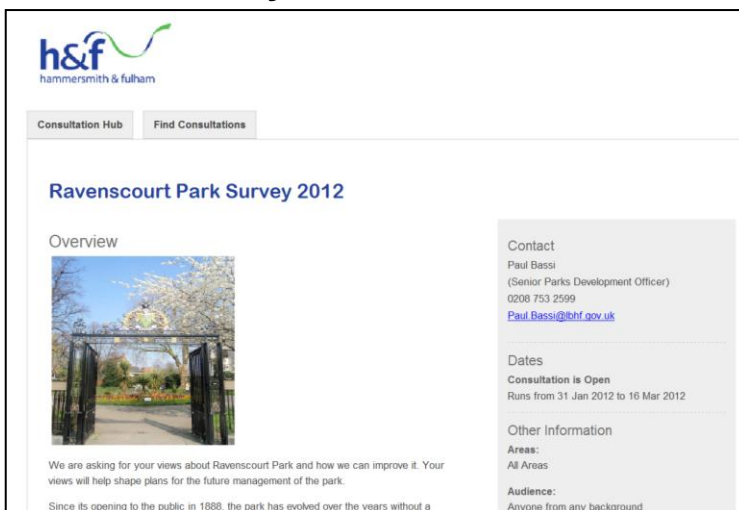
Hammersmith Park Community Glasshouse Re-launch June 2011 : Its child's play Cllr Greg Smith plants another tomatoe with students from local infant school.

Ravenscourt Park Glasshouse 2011		
Groups	Frequency	Duration / Participants
Hammersmith MIND.	48 weeks per year	4 hours a week / 12 members
Capital Growth Local Food Campaign	Quartely	8 hours per quarter / 22 members.
RHS (CPD) Training	Bookable	
Local Play Scheme	10 weeks per year	4 hours per session / 100 members
NEET Training courses	12 weeks per year	4 hours per session / 80 members
Christmas Wreath Workshop	1 off event	60 members attended
Hanging Basket Workshop	2 events	80 members attended
Re-launch of glasshouse	1 off event	60 members attended



Comment: Community Vote from mothers across the capital (Netmums) for Ravenscourt Park


Public Survey



Public Survey: Citizens Space Public Consultation under way to find out park users views on the park and how we could improve things This is the largest survey undertaken since the 2008 user survey.

View full survey on http://www.citizenspace.com/lbhf/environment-leisure-and-resident-services/ravenscourt_park_survey_2012

You are currently viewing the consultation in preview mode. [Leave preview](#)
View as: [Open](#) | [Earthcoming](#) | [Closed](#)



[Consultation Hub](#) [Find Consultations](#)

General satisfaction with the park

These questions relate to the general use of the park and your views on its facilities and standards.

1 Do you currently use the park?


Yes

No

If you answered yes, please go to question 2. If you answered no, please go to question 3.

Public Survey:
Interested in finding peoples general views of the park

You are currently viewing the consultation in preview mode. [Leave preview](#)
View as: [Open](#) | [Earthcoming](#) | [Closed](#)



[Consultation Hub](#) [Find Consultations](#)

Dog walking and exercise areas

Dogs are currently allowed in all parts of the park with the exception of restricted areas (eg. play areas) and the no-dog areas (East side of the park by the cafe and tennis courts).

There are also three dog exercise enclosures within the park (see map in the Fact Bank for location). These are areas, enclosed by high fencing, where dog owners are permitted to let their dogs off the lead for exercise. These enclosures date from when dogs were not allowed off the lead in the rest of the park.

Since dogs are now permitted to be let off the lead in most parts of the park (with the exceptions noted above), the Council is reviewing the provision of dog exercise enclosures. One option is to reduce the number and/or size of these enclosures and open these areas up for other or general use.

Related information

22 How much do you use Ravenscourt Park and the dog exercise enclosures within it, for dog walking?

Public Survey: *As well as general comments we are also after finding peoples view on specific issues on site like the provision of dog walking area, pending developments and security.*

Appendix 10 Green waste recycling

Processing Green Waste to create Compost

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

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



Appendix 11 Lantra Staff Training

Focus on Training!

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

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

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



TRAINING THROUGH COMMUNITY PROJECTS

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

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



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



Volunteers at Hammersmith Park Pond

“CULTIVATING RECOVERY”

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

Groundwork staff, under the supervision of Team Leader Lucy, act as a horticultural hit squad, called the “Quadron Green Team”. There are benefits for all: individuals that work on the Quadron programme develop their confidence, skills and experience in their pursuit to find permanent work and gain a track record and reference point. The local community benefits from enhanced levels of service for no additional cost, and Quadron gains a valuable pool of skilled staff to fill future vacancies and smooth over the peaks in workload. Many favourable comments have been received to date from a variety of sources.

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



THE QUADRON GREEN TEAM, HAMMERSMITH & FULHAM

The Quadron Green Team is a joint venture between Groundwork London and Quadron Services limited to provide supportive, practical and real experience training opportunities for the long term unemployed, working in the borough of Hammersmith and Fulham.

Groundwork London, 18 - 21 Morley Street, London, SE1 7QZ
Telephone: 020 7922 1200 | E-mail: london@groundwork.org.uk | Fax: 020 7922 1219
www.groundwork.org.uk/london
Registered charity no. 1121105



COMMUNITY INITIATIVE WITH THIRD SECTOR PARTNERS
GROUNDWORK LONDON



HEDGE LAYING TRAINING >>

Free training
Tools and equipment provided

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

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

9:30am - 3:30pm

Learn the traditional art of hedge laying.

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

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

Booking
Booking essential, limited places available
To book your place contact Netty Ribeaux, on 07890 195 920 or Email: netty.ribeaux@groundwork.org.uk
www.scrubs-online.org.uk

Like Us On  Groundwork London  GroundworkLON



Appendix 12 Flora Survey

Species name	Common name	Date	Determiner's name
<i>Acer campestre</i>	Field Maple	03/08/2009	Stefan Czeladzinski
<i>Achillea millefolium</i>	Yarrow	03/08/2009	Stefan Czeladzinski
<i>Agrostis capillaris</i>	Common Bent	17/08/2009	Stefan Czeladzinski
<i>Alliaria petiolata</i>	Garlic Mustard	03/08/2009	Stefan Czeladzinski
<i>Allium schoenoprasum</i>	Chives	03/08/2009	Stefan Czeladzinski
<i>Allium ursinum</i>	Ramsons	03/08/2009	Stefan Czeladzinski
<i>Alnus glutinosa</i>	Alder	03/08/2009	Stefan Czeladzinski
<i>Althaea officinalis</i>	Marsh-mallow	13/08/2010	Stefan Czeladzinski
<i>Anagallis arvensis</i>	Scarlet Pimpernel	03/08/2009	Stefan Czeladzinski
<i>Aphanes arvensis</i>	Parsley-piert	03/08/2009	Stefan Czeladzinski
<i>Aquilegia vulgaris</i>	Columbine	20/04/2011	
<i>Arctium lappa</i>	Greater Burdock	03/08/2009	Stefan Czeladzinski
<i>Arctium minus</i>	Lesser Burdock	03/08/2009	Stefan Czeladzinski
<i>Armeria maritima</i>	Thrift	03/08/2009	Stefan Czeladzinski
<i>Arrhenatherum elatius</i>	False Oat-grass	03/08/2009	Stefan Czeladzinski
<i>Artemisia absinthium</i>	Wormwood	03/08/2009	Stefan Czeladzinski
<i>Artemisia vulgaris</i>	Mugwort	03/08/2009	Stefan Czeladzinski
<i>Arum italicum</i>	Italian Lords-and-Ladies	03/08/2009	Stefan Czeladzinski
<i>Ballota nigra</i>	Black Horehound	03/08/2009	Stefan Czeladzinski
<i>Bellis perennis</i>	Daisy	03/08/2009	Stefan Czeladzinski
<i>Betula pendula</i>	Silver Birch	03/08/2009	Stefan Czeladzinski
<i>Buxus sempervirens</i>	Box	03/08/2009	Stefan Czeladzinski
<i>Caltha palustris</i>	Marsh-marigold	03/08/2009	Stefan Czeladzinski
<i>Calystegia sepium</i>	Hedge Bindweed	03/08/2009	Stefan Czeladzinski
<i>Campanula glomerata</i>	Clustered Bellflower	10/08/2010	Stefan Czeladzinski
<i>Campanula trachelium</i>	Nettle-leaved Bellflower	10/08/2010	Stefan Czeladzinski
<i>Capsella bursa-pastoris</i>	Shepherd's-purse	03/08/2009	Stefan Czeladzinski
<i>Cardamine flexuosa</i>	Wavy Bitter-cress	03/08/2009	Stefan Czeladzinski
<i>Cardamine hirsuta</i>	Hairy Bitter-cress	03/08/2009	Stefan Czeladzinski
<i>Carex pendula</i>		03/08/2009	Stefan Czeladzinski
<i>Carpinus betulus</i>	Hornbeam	03/08/2009	Stefan Czeladzinski
<i>Centaurea nigra</i>	Common Knapweed	03/08/2009	Stefan Czeladzinski
<i>Cerastium arvense</i>	Field Mouse-ear	03/08/2009	Stefan Czeladzinski
<i>Cerastium fontanum</i>	Common Mouse-ear	03/08/2009	Stefan Czeladzinski
<i>Chaerophyllum temulum</i>	Rough Chervil	03/08/2009	Stefan Czeladzinski
<i>Chamerion angustifolium</i>	Rosebay Willowherb	03/08/2009	Stefan Czeladzinski
<i>Chelidonium majus</i>	Greater Celandine	03/08/2009	Stefan Czeladzinski
<i>Chenopodium album</i>	Fat-hen	03/08/2009	Stefan Czeladzinski
<i>Chrysanthemum segetum</i>	Corn Marigold	03/08/2009	Stefan Czeladzinski
<i>Cicerbita alpina</i>	Alpine Blue-sow-thistle	10/08/2010	Stefan Czeladzinski
<i>Cichorium intybus</i>	Chicory	03/08/2009	Stefan Czeladzinski
<i>Circaea lutetiana</i>	Enchanter's-nightshade	03/08/2009	Stefan Czeladzinski
<i>Cirsium arvense</i>	Creeping Thistle	03/08/2009	Stefan Czeladzinski
<i>Cirsium vulgare</i>	Spear Thistle	03/08/2009	Stefan Czeladzinski
<i>Clematis vitalba</i>	Traveller's-joy	03/08/2009	Stefan Czeladzinski
<i>Clinopodium ascendens</i>	Common Calamint	10/08/2010	Stefan Czeladzinski
<i>Colchicum autumnale</i>	Meadow Saffron	03/08/2009	Stefan Czeladzinski
<i>Convallaria majalis</i>	Lily-of-the-valley	03/08/2009	Stefan Czeladzinski
<i>Convolvulus arvensis</i>	Field Bindweed	03/08/2009	Stefan Czeladzinski
<i>Cornus sanguinea</i>	Dogwood	03/08/2009	Stefan Czeladzinski
<i>Coronopus squamatus</i>	Swine-cress	03/08/2009	Stefan Czeladzinski

■■■ Hammersmith and Fulham ■■■

Corylus avellana	Hazel	03/08/2009	Stefan Czeladzinski
Crataegus monogyna	Hawthorn	03/08/2009	Stefan Czeladzinski
Crepis biennis	Rough Hawk's-beard	03/08/2009	Stefan Czeladzinski
Cytisus scoparius	Broom	03/08/2009	Stefan Czeladzinski
Dactylis glomerata	Cock's-foot	03/08/2009	Stefan Czeladzinski
Daphne mezereum	Mezereum	20/04/2011	
Daucus carota	Wild Carrot	03/08/2009	Stefan Czeladzinski
Digitalis purpurea	Foxglove	03/08/2009	Stefan Czeladzinski
Dipsacus fullonum	Wild Teasel	03/08/2009	Stefan Czeladzinski
Dryopteris filix-mas	Male-fern	03/08/2009	Stefan Czeladzinski
Endymion non-scripta	Bluebell	20/04/2011	
Epilobium hirsutum	Great Willowherb	03/08/2009	Stefan Czeladzinski
Epilobium montanum	Broad-leaved Willowherb	03/08/2009	Stefan Czeladzinski
Equisetum arvense	Field Horsetail	03/08/2009	Stefan Czeladzinski
Erodium cicutarium	Common Stork's-bill	03/08/2009	Stefan Czeladzinski
Euonymus europaeus	Spindle	03/08/2009	Stefan Czeladzinski
Eupatorium cannabinum	Hemp-agrimony	10/08/2010	Stefan Czeladzinski
Euphorbia lathyris	Caper Spurge	03/08/2009	Stefan Czeladzinski
Euphorbia peplus	Petty Spurge	03/08/2009	Stefan Czeladzinski
Fagus sylvatica	Beech	03/08/2009	Stefan Czeladzinski
Fallopia convolvulus	Black-bindweed	03/08/2009	Stefan Czeladzinski
Festuca ovina	Sheep's-fescue	03/08/2009	Stefan Czeladzinski
Festuca pratensis	Meadow Fescue	03/08/2009	Stefan Czeladzinski
Festuca rubra	Red Fescue	03/08/2009	Stefan Czeladzinski
Filipendula vulgaris	Dropwort	10/08/2010	Stefan Czeladzinski
Fraxinus excelsior	Ash	03/08/2009	Stefan Czeladzinski
Galanthus nivalis	Snowdrop	03/08/2009	Stefan Czeladzinski
Galium aparine	Cleavers	03/08/2009	Stefan Czeladzinski
Galium mollugo	Hedge Bedstraw	03/08/2009	Stefan Czeladzinski
Galium odoratum	Woodruff	10/08/2010	Stefan Czeladzinski
Galium verum	Lady's Bedstraw	03/08/2009	Stefan Czeladzinski
Geranium dissectum	Cut-leaved Crane's-bill	03/08/2009	Stefan Czeladzinski
Geranium molle	Dove's-foot Crane's-bill	03/08/2009	Stefan Czeladzinski
Geranium pratense	Meadow Crane's-bill	03/08/2009	Stefan Czeladzinski
Geranium robertianum	Herb-Robert	03/08/2009	Stefan Czeladzinski
Geranium rotundifolium	Round-leaved Crane's-bill	03/08/2009	Stefan Czeladzinski
Geum urbanum	Wood Avens	03/08/2009	Stefan Czeladzinski
Glechoma hederacea	Ground-ivy	03/08/2009	Stefan Czeladzinski
Hedera helix	Ivy	03/08/2009	Stefan Czeladzinski
Helleborus foetidus	Stinking Hellebore	03/08/2009	Stefan Czeladzinski
Heracleum sphondylium	Hogweed	03/08/2009	Stefan Czeladzinski
Hippophae rhamnoides	Sea-buckthorn	03/08/2009	Stefan Czeladzinski
Holcus lanatus	Yorkshire-fog	03/08/2009	Stefan Czeladzinski
Hordelymus europaeus	Wood Barley	03/08/2009	Stefan Czeladzinski
Hordeum marinum	Sea Barley	03/08/2009	Stefan Czeladzinski
Hordeum murinum	Wall Barley	03/08/2009	Stefan Czeladzinski
Hordeum secalinum	Meadow Barley	03/08/2009	Stefan Czeladzinski
Humulus lupulus	Hop	03/08/2009	Stefan Czeladzinski
Hyoscyamus niger	Henbane	03/08/2009	Stefan Czeladzinski
Hypericum androsaemum	Tutsan	03/08/2009	Stefan Czeladzinski
Hypericum perforatum	Perforate St John's-wort	03/08/2009	Stefan Czeladzinski
Hypochaeris glabra	Smooth Cat's-ear	03/08/2009	Stefan Czeladzinski
Hypochaeris maculata	Spotted Cat's-ear	03/08/2009	Stefan Czeladzinski
Hypochaeris radicata	Cat's-ear	03/08/2009	Stefan Czeladzinski

■■■ Ravenscourt Park ■■■

Ilex aquifolium	Holly	03/08/2009	Stefan Czeladzinski
Iris foetidissima	Stinking Iris	03/08/2009	Stefan Czeladzinski
Iris pseudacorus	Yellow Iris	03/08/2009	Stefan Czeladzinski
Knautia arvensis	Field Scabious	10/08/2010	Stefan Czeladzinski
Lactuca saligna	Least Lettuce	03/08/2009	Stefan Czeladzinski
Lactuca serriola	Prickly Lettuce	03/08/2009	Stefan Czeladzinski
Lamium album	White Dead-nettle	03/08/2009	Stefan Czeladzinski
Lamium amplexicaule	Henbit Dead-nettle	03/08/2009	Stefan Czeladzinski
Lamium purpureum	Red Dead-nettle	03/08/2009	Stefan Czeladzinski
Lapsana communis	Nipplewort	03/08/2009	Stefan Czeladzinski
Lemna gibba	Fat Duckweed	03/08/2009	Stefan Czeladzinski
Lemna minor	Common Duckweed	03/08/2009	Stefan Czeladzinski
Lemna trisulca	Ivy-leaved Duckweed	03/08/2009	Stefan Czeladzinski
Leontodon autumnalis	Autumn Hawkbit	03/08/2009	Stefan Czeladzinski
Leontodon hispidus	Rough Hawkbit	03/08/2009	Stefan Czeladzinski
Leucanthemum vulgare	Oxeye Daisy	03/08/2009	Stefan Czeladzinski
Leucojum aestivum	Summer Snowflake	03/08/2009	Stefan Czeladzinski
Leucojum vernum	Spring Snowflake	03/08/2009	Stefan Czeladzinski
Ligustrum vulgare	Wild Privet	03/08/2009	Stefan Czeladzinski
Lithospermum purpureocaeruleum	Purple Gromwell	03/08/2009	Stefan Czeladzinski
Lolium perenne	Perennial Rye-grass	03/08/2009	Stefan Czeladzinski
Lonicera periclymenum	Honeysuckle	03/08/2009	Stefan Czeladzinski
Lotus corniculatus	Common Bird's-foot-trefoil	03/08/2009	Stefan Czeladzinski
Luzula campestris	Field Wood-rush	03/08/2009	Stefan Czeladzinski
Lychnis flos-cuculi	Ragged-Robin	03/08/2009	Stefan Czeladzinski
Lycopus europaeus	Gypsywort	03/08/2009	Stefan Czeladzinski
Lythrum salicaria	Purple-loosestrife	03/08/2009	Stefan Czeladzinski
Malus sylvestris	Crab Apple	03/08/2009	Stefan Czeladzinski
Malva moschata	Musk-mallow	03/08/2009	Stefan Czeladzinski
Malva neglecta	Dwarf Mallow	03/08/2009	Stefan Czeladzinski
Malva sylvestris	Common Mallow	03/08/2009	Stefan Czeladzinski
Marrubium vulgare	White Horehound	03/08/2009	Stefan Czeladzinski
Matricaria recutita	Scented Mayweed	03/08/2009	Stefan Czeladzinski
Medicago arabica	Spotted Medick	03/08/2009	Stefan Czeladzinski
Medicago lupulina	Black Medick	03/08/2009	Stefan Czeladzinski
Melica uniflora	Wood Melick	03/08/2009	Stefan Czeladzinski
Mercurialis annua	Annual Dog's Mercury	03/08/2009	Stefan Czeladzinski
Meum athemanticum	Spignel	20/04/2011	
Milium effusum	Wood Millet	03/08/2009	Stefan Czeladzinski
Mycelis muralis	Wall Lettuce	03/08/2009	Stefan Czeladzinski
Myosotis alpestris	Alpine Forget-me-not	03/08/2009	Stefan Czeladzinski
Myosotis scorpioides	Water Forget-me-not	03/08/2009	Stefan Czeladzinski
Nepeta cataria	Catnip	20/04/2011	
Nymphaea alba	White Water-lily	03/08/2009	Stefan Czeladzinski
Oenanthe crocata	Hemlock Water-dropwort	03/08/2009	Stefan Czeladzinski
Oreganum vulgare	Oregano	20/04/2011	
Papaver rhoeas	Common Poppy	03/08/2009	Stefan Czeladzinski
Parietaria judaica	Pellitory-of-the-wall	03/08/2009	Stefan Czeladzinski
Persicaria bistorta	Common Bistort	03/08/2009	Stefan Czeladzinski
Persicaria lapathifolia	Pale Persicaria	03/08/2009	Stefan Czeladzinski
Phleum pratense	Timothy	03/08/2009	Stefan Czeladzinski
Phragmites australis	Common Reed	03/08/2009	Stefan Czeladzinski
Phyllitis scolopendrium	Hart's-tongue	03/08/2009	Stefan Czeladzinski

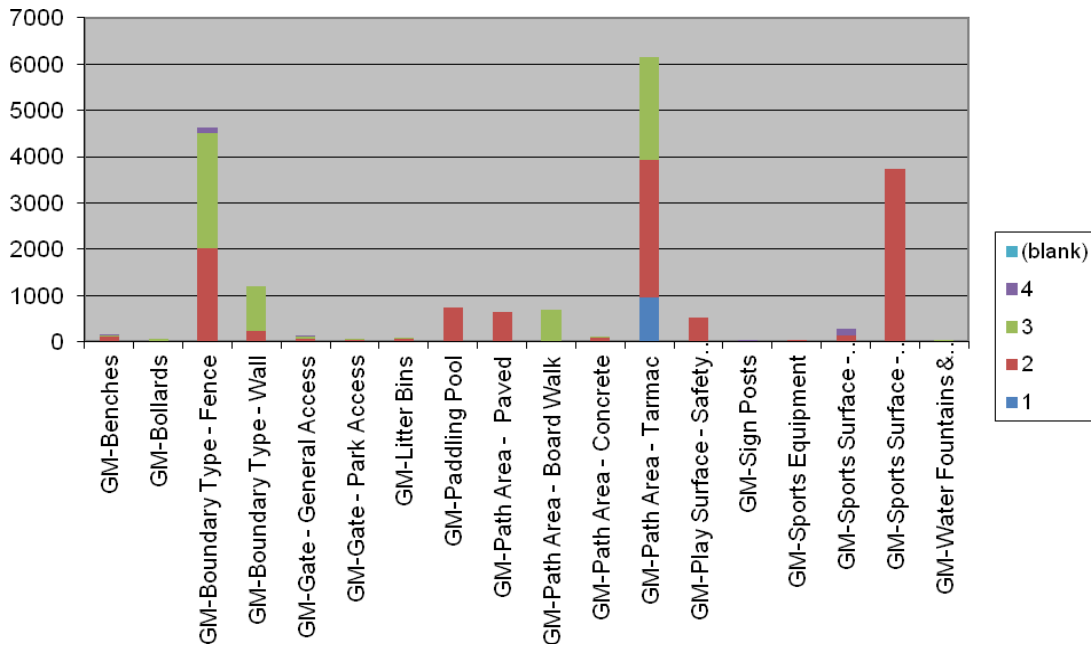
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Picris hieracioides	Hawkweed Oxtongue	03/08/2009	Stefan Czeladzinski
Pimpinella saxifraga	Burnet-saxifrage	03/08/2009	Stefan Czeladzinski
Pinus sylvestris	Scots Pine	03/08/2009	Stefan Czeladzinski
Plantago lanceolata	Ribwort Plantain	03/08/2009	Stefan Czeladzinski
Plantago major	Greater Plantain	03/08/2009	Stefan Czeladzinski
Plantago media	Hoary Plantain	03/08/2009	Stefan Czeladzinski
Poa angustifolia	Narrow-leaved Meadow-grass	03/08/2009	Stefan Czeladzinski
Poa annua	Annual Meadow-grass	03/08/2009	Stefan Czeladzinski
Poa pratensis	Smooth Meadow-grass	03/08/2009	Stefan Czeladzinski
Poa trivialis	Rough Meadow-grass	03/08/2009	Stefan Czeladzinski
Polygonatum multiflorum	Solomon's-seal	03/08/2009	Stefan Czeladzinski
Polygonum aviculare	Knotgrass	03/08/2009	Stefan Czeladzinski
Polystichum setiferum	Soft Shield-fern	03/08/2009	Stefan Czeladzinski
Potentilla anserina	Silverweed	03/08/2009	Stefan Czeladzinski
Potentilla fruticosa	Shrubby Cinquefoil	03/08/2009	Stefan Czeladzinski
Potentilla reptans	Creeping Cinquefoil	03/08/2009	Stefan Czeladzinski
Primula vulgaris	Primrose	10/08/2010	Stefan Czeladzinski
Prunella vulgaris	Selfheal	03/08/2009	Stefan Czeladzinski
Prunus avium	Wild Cherry	03/08/2009	Stefan Czeladzinski
Prunus padus	Bird Cherry	03/08/2009	Stefan Czeladzinski
Prunus spinosa	Blackthorn	03/08/2009	Stefan Czeladzinski
Pteridium aquilinum	Bracken	03/08/2009	Stefan Czeladzinski
Pulicaria dysenterica		20/04/2011	
Quercus robur	Pedunculate Oak	03/08/2009	Stefan Czeladzinski
Ranunculus acris	Meadow Buttercup	03/08/2009	Stefan Czeladzinski
Ranunculus ficaria	Lesser Celandine	03/08/2009	Stefan Czeladzinski
Ranunculus repens	Creeping Buttercup	03/08/2009	Stefan Czeladzinski
Ranunculus sceleratus	Celery-leaved Buttercup	03/08/2009	Stefan Czeladzinski
Rhamnus cathartica	Buckthorn	21/02/2011	Stefan Czeladzinski
Ribes uva-crispa	Gooseberry	03/08/2009	Stefan Czeladzinski
Rorippa nasturtium-aquaticum	Water-cress	03/08/2009	Stefan Czeladzinski
Rosa canina	Dog-rose	03/08/2009	Stefan Czeladzinski
Rosa rubiginosa	Sweet-briar	03/08/2009	Stefan Czeladzinski
Rosa tomentosa	Harsh Downy-rose	03/08/2009	Stefan Czeladzinski
Rubus fruticosus	Bramble Raspberry	03/08/2009	Stefan Czeladzinski
Rumex acetosa	Common Sorrel	03/08/2009	Stefan Czeladzinski
Rumex acetosella	Sheep's Sorrel	03/08/2009	Stefan Czeladzinski
Rumex crispus	Curled Dock	03/08/2009	Stefan Czeladzinski
Rumex hydrolapathum	Water Dock	03/08/2009	Stefan Czeladzinski
Rumex obtusifolius	Broad-leaved Dock	03/08/2009	Stefan Czeladzinski
Ruscus aculeatus	Butcher's-broom	03/08/2009	Stefan Czeladzinski
Sagina apetala	Annual Pearlwort	03/08/2009	Stefan Czeladzinski
Sagina procumbens	Procumbent Pearlwort	03/08/2009	Stefan Czeladzinski
Salix alba	White Willow	03/08/2009	Stefan Czeladzinski
Salix caprea	Goat Willow	03/08/2009	Stefan Czeladzinski
Salix cinerea	Grey Willow	03/08/2009	Stefan Czeladzinski
Salix fragilis	Crack-willow	03/08/2009	Stefan Czeladzinski
Salix viminalis	Osier	03/08/2009	Stefan Czeladzinski
Salvia pratensis	Meadow Clary	10/08/2010	Stefan Czeladzinski
Sambucus nigra	Elder	03/08/2009	Stefan Czeladzinski
Sanguisorba minor	Salad Burnet	03/08/2009	Stefan Czeladzinski
Saponaria officinalis	Soapwort	03/08/2009	Stefan Czeladzinski
Scabiosa columbaria	Small Scabious	10/08/2010	Stefan Czeladzinski
Sedum telephium	Orpine	20/04/2011	

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Senecio jacobaea	Common Ragwort	03/08/2009	Stefan Czeladzinski
Senecio vulgaris	Groundsel	03/08/2009	Stefan Czeladzinski
Sinapis arvensis	Charlock	03/08/2009	Stefan Czeladzinski
Sisymbrium officinale	Hedge Mustard	03/08/2009	Stefan Czeladzinski
Solanum dulcamara	Bittersweet	03/08/2009	Stefan Czeladzinski
Sonchus asper	Prickly Sow-thistle	03/08/2009	Stefan Czeladzinski
Sonchus oleraceus	Smooth Sow-thistle	03/08/2009	Stefan Czeladzinski
Sorbus aria	Common Whitebeam	03/08/2009	Stefan Czeladzinski
Sorbus aucuparia	Rowan	03/08/2009	Stefan Czeladzinski
Stachys sylvatica	Hedge Woundwort	03/08/2009	Stefan Czeladzinski
Stellaria graminea	Lesser Stitchwort	03/08/2009	Stefan Czeladzinski
Stellaria media	Common Chickweed	03/08/2009	Stefan Czeladzinski
Succisa pratensis	Devils Bit Scabious	20/04/2011	
Tanacetum parthenium	Feverfew	03/08/2009	Stefan Czeladzinski
Tanacetum vulgare	Tansy	03/08/2009	Stefan Czeladzinski
Taraxacum officinale	Dandelion	03/08/2009	Stefan Czeladzinski
Taxus baccata	Yew	03/08/2009	Stefan Czeladzinski
Thalictrum flavum	Common Meadow-rue	10/08/2010	Stefan Czeladzinski
Thalictrum minus	Lesser Meadow-rue	10/08/2010	Stefan Czeladzinski
Tilia cordata	Small-leaved Lime	03/08/2009	Stefan Czeladzinski
Tilia platyphyllos	Large-leaved Lime	03/08/2009	Stefan Czeladzinski
Tragopogon pratensis	Goat's-beard	03/08/2009	Stefan Czeladzinski
Trifolium campestre	Hop Trefoil	03/08/2009	Stefan Czeladzinski
Trifolium dubium	Lesser Trefoil	03/08/2009	Stefan Czeladzinski
Trifolium pratense	Red Clover	03/08/2009	Stefan Czeladzinski
Trifolium repens	White Clover	03/08/2009	Stefan Czeladzinski
Tripleurospermum inodorum	Scentless Mayweed	03/08/2009	Stefan Czeladzinski
Typha angustifolia	Lesser Bulrush	03/08/2009	Stefan Czeladzinski
Ulex europaeus	Gorse	03/08/2009	Stefan Czeladzinski
Urtica dioica	Common Nettle	03/08/2009	Stefan Czeladzinski
Urtica urens	Small Nettle	03/08/2009	Stefan Czeladzinski
Verbascum thapsus	Great Mullein	03/08/2009	Stefan Czeladzinski
Veronica agrestis	Green Field-speedwell	03/08/2009	Stefan Czeladzinski
Veronica beccabunga	Brooklime	03/08/2009	Stefan Czeladzinski
Veronica chamaedrys	Germander Speedwell	03/08/2009	Stefan Czeladzinski
Veronica hederifolia	Ivy-leaved Speedwell	03/08/2009	Stefan Czeladzinski
Veronica polita	Grey Field-speedwell	03/08/2009	Stefan Czeladzinski
Veronica serpyllifolia	Thyme-leaved Speedwell	03/08/2009	Stefan Czeladzinski
Viburnum lantana	Wayfaring-tree	03/08/2009	Stefan Czeladzinski
Viburnum opulus	Guelder-rose	03/08/2009	Stefan Czeladzinski
Vicia cracca	Tufted Vetch	03/08/2009	Stefan Czeladzinski
Viola canina	Heath Dog-violet	10/08/2010	Stefan Czeladzinski
Viola odorata	Sweet Violet	03/08/2009	Stefan Czeladzinski
Viola riviniana		20/04/2011	

Appendix 13 Asset condition Survey



Asset Condition Features Graph

Location	Ravenscourt Park					
Sum of Quantity	Condition (1 to 5)					
	1	2	3	4	(blank)	Grand Total
GM-Benches	11	89	30	3		133
GM-Bollards		5	64			69
GM-Boundary Type - Fence	19	1987	2508	116		4630
GM-Boundary Type - Wall	13	217	973			1203
GM-Gate - General Access	1	67	31	1		100
GM-Gate - Park Access		31	3			34
GM-Litter Bins	3	55	30			88
GM-Paddling Pool		740				740
GM-Path Area - Paved		633				633
GM-Path Area - Board Walk			697			697
GM-Path Area - Concrete		87	13			100
GM-Path Area - Tarmac	945	2991	2206			6142
GM-Play Surface - Safety Surface		516				516
GM-Sign Posts	5	15	2	1		23
GM-Sports Equipment		5				5
GM-Sports Surface - Bowling Gr		140		140		280
GM-Sports Surface - Synthetic Turf		3726				3726
GM-Water Fountains & Ornament	1	1	18			20
Grand Total	998	11304	6575	261		19138

Asset Condition Survey Chart

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

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

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

This reduction was achieved by the implementation of the following:

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

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

These factors should further facilitate future reductions in herbicide use.



Other initiatives in place:

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

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

Appendix 15 Playground Inspection Report

QUARTERLY PLAYGROUND SAFETY REPORT

Inspection No: **3018**
 Date: **13/02/2013** Time: **7:30am**
 Authority: **LB Hammersmith & Fulham**
 Site: **Ravenscourt Park - café**
 Address: **Ravenscourt Park, W6**

Reference / Item	Satisfactory	Faults	Comments / Recommendations
Pathways	Yes		
Fence	Yes	Several sections of fence are loose within the ground. 1no upright and 2no steel bars bent to 1no panel.	Re-set loose sections of fence where required. Priority 2. Straighten bent upright and steel bars to 1no panel. Priority 2.
Single Gates	N/A		
Double Gates - 2no	No	1no gate is not closing fully allowing dogs to enter area.	Adjust gate closer mechanism so that the gate closes in no less than 5 seconds. Priority 1.
Benches	NA		
Picnic Tables - 8no	Yes		
Litterbins - 6no	Yes		
General Surfaces	Yes	Surfaces have eroded around base edges again - high footfall traffic. <i>Surfaces inside area very muddy and waterlogged at time of inspection.</i>	Backfill around equipment bases with topsoil. Priority 2. Cut back overhanging trees within area. Priority 2 - by others.
Equipment			
Hags Horse Springer	Yes	Wet pour surface is dirty and slippery.	Jet wash clean the wet pour surface. Priority 2.
Hags Apple Springer	Yes	Wet pour surface is dirty and slippery.	Jet wash clean the wet pour surface. Priority 2.
Hags Turtle Springer	Yes	Wet pour surface is dirty and slippery.	Jet wash clean the wet pour surface. Priority 2.

General Recommendations:

Inspector: Kevin Cottis

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

QUARTERLY PLAYGROUND SAFETY REPORT

Inspection No: **3018**
 Date: **13/02/2013** Time: **7:20am**
 Authority: **LB Hammersmith & Fulham**
 Site: **Ravenscourt Park - east**
 Address: **Ravenscourt Park , W6**

Reference / Item	Satisfactory	Faults	Comments / Recommendations
Pathways	Yes	Tarmac uneven and breaking up in places.	Repair tarmac pathways where required. Priority 2.
Fence	Yes	Fence generally in a very poor condition with loose sections & heavy corrosion. Several steel bars are bent & 2no are missing. Some foundations are still exposed under fence line.	Recommend area for completely new fencing. Priority 2. Backfill around edge of area where foundations are exposed under fencing. Priority 2.
Single Gates - 4no (1no locked)	No	Gate closer spring to Pre School area not working - Gate locked at inspection, unable to check.	Adjust gate closer spring to Pre School area. Priority 1.
Double Gates - 1no	Yes	Gate frame is heavily corroded.	Recommend for replacement gates. Priority 2.
Benches - 7no	Yes		
Picnic Tables - 2no	Yes		
Litterbins - 4no Wybone	Yes		
General Surfaces	Yes		
Equipment			
Kompan Crazy Daisy	Yes		
Unknown Steel Jeep Climber	Yes	Tyre edges are wearing. Corrosion to steel framework. 1no end cap to front lower bar is missing. Seat slat is showing splits.	Monitor all tyres for deterioration in wear. Rub down & repaint framework. Priority 3. Replace missing end cap to lower front bar. Priority 2. Monitor splits to seat slat for deterioration.
Kompan Motorbike & Sidecar Springer	Yes		
Kompan Crazy Nellie Springer	Yes		
SMP Embankment Slide	No	Raised edge on 1no handle at slide entry section. Severe trip points around base edges due to ground erosion again.	Smooth off raised edge on 1no handle at slide entry section. Priority 2. Backfill severe trip hazards around base edges with topsoil. Priority 1. Recommend installing Technix tiles at slide run out. Priority 2.
Monster 2.4m 2 Bay 4 Cradle Seat Swing	Yes	Signs of corrosion to swing frame, particularly at joints of top bar. Fork end chains are showing wear.	Monitor corrosion to framework and top bar joints frequently for deterioration and any splits that may appear. Replace 4 sets of fork end chains. Priority 2.
Kompan Multi See Saw	Yes	Algae growth to tile surface.	Jet wash to remove algae growth from tile surface. Priority 2. Monitor corrosion to springs.
Park Play 3 Platform Climber	Yes		Monitor corrosion to item for deterioration.

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

QUARTERLY PLAYGROUND SAFETY REPORT

Inspection No: **3018**
 Date: **13/02/2013** Time: **8:00am**
 Authority: **LB Hammersmith & Fulham**
 Site: **Ravenscourt Park - MUGA**
 Address: **Ravenscourt Park, W6**

Reference / Item	Satisfactory	Faults	Comments / Recommendations
Pathways	Yes		
Fence	N/A		
Single Gates	N/A		
Double Gates - 5no	Yes		
Benches	Yes		
Picnic Tables	N/A		
Litterbins -2no	Yes		
General Surfaces	Yes		
Equipment			
New Basketball and Netball Area	Yes		
Multi Pitch Football Area with Weld Mesh Surround	No	2no full size goals are corroded. Nets to 6no 5-A-Side goals are in poor condition. 1no mesh section is damaged with repair panel now falling away. A further panel is falling down behind 1no goal.	Rub down, treat and repaint 2no full size goals. Priority 2. Replace the nets to the 6no 5-A-Side goals. Priority 2. Refit and secure 2no mesh panels where falling down. Priority 1.

General Recommendations:

Inspector: Kevin Cottis

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

QUARTERLY PLAYGROUND SAFETY REPORT

Inspection No: **3018**
 Date: **13/02/2013** Time: **7:40am**
 Authority: **LB Hammersmith & Fulham**
 Site: **Ravenscourt Park - north**
 Address: **Ravenscourt Park, W6**

Reference / Item	Satisfactory	Faults	Comments / Recommendations
Pathways	Yes		
Fence	N/A		
Single Gates	Yes		
Double Gates	N/A		
Benches - 2no	No	1no bench is covered in bird droppings.	Clean and disinfect the bench and re-install in a different location. Priority 1.
Picnic Tables	N/A		
Litterbins - 1no	Yes		
General Surfaces	No	Grass surface has eroded around equipment bases causing trip points. Technix tiles have levelled out but have sunk offering little protection from falls above 1.0m.	Backfill around all equipment bases with topsoil (problem with very high footfall traffic). Recommend that Technix tiles are lifted and relayed where required ensuring that a suitable membrane is fitted underneath to prevent sinking. Priority 1. Please discuss course of action. 1no vacant wet pour base inside area.
Equipment			
SMP 1.8m 1 Bay 2 Ergo Cradle Seat Delta Swing	Yes	1no seat cut but OK at present.	Monitor cut seat for deterioration.
Kompan Crazy Horse Springer	Yes		
Kompan Crazy Daisy Springer	Yes		Monitor minor movement on base plate.
Kompan Wobble Board	Yes	U-bolts to underside of item are loose. Rubber handle is cut. Spare parts (shockers) are obsolete and cannot be replaced - now showing wear. Trip points around edges of base.	Re tension loose U-bolts to item if possible. Priority 2. Consider item for early removal/replacement. Priority 2. Backfill trip points around edges of base where required. Priority 2.
Kompan Quartet See Saw	Yes	Signs of wear to components.	Monitor wear to components for deterioration.
Large Richter Timber Rope Walk	Yes	Rope ladder component strikes upright when in use causing potential pinch hazard. <i>Unable to inspect all upper chain link and rope fittings due to height.</i>	Rectify/adjust rope ladder component to prevent it striking upright when in use. Priority 2. Recommend a 6 monthly inspection with ladders or access tower. Priority 2.
2no Richter Wobble Dishes	Yes		
Richter Nest Swing	No	Nest seat rope edging is wearing. Top chain links to support chains are showing signs of wear.	Tape over wearing rope edging on nest seat. Priority 2. Replace top links to support chains and monitor wear to other chain links. Priority 2.

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

QUARTERLY PLAYGROUND SAFETY REPORT

Inspection No: **3018**
 Date: **13/02/2013** Time: **7:00am**
 Authority: **LB Hammersmith & Fulham**
 Site: **Ravenscourt Park - south**
 Address: **Ravenscourt Park, W6**

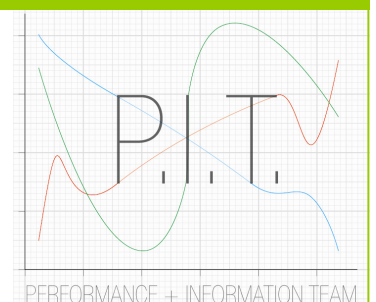
Reference / Item	Satisfactory	Faults	Comments / Recommendations
Pathways	No	Surfaces have eroded around edges of internal pathways causing trip hazards in places.	Backfill all trip points along edges of internal pathways inside area. Priority 1.
Fence	No	1 no upright is badly bent adjacent to pool. Several steel bars bent to panels. Low hanging tree branches still within area in places.	Straighten bent bars to panels & bent upright where required. Priority 2. Cut back low hanging tree branches within area regularly. Priority 1.
Single Gates - 2no	Yes	1 no gate closes very fast and with a violent action but cannot be adjusted due to design.	Recommend replacing 1 no gate with Prosafe self closing gate. Priority 2.
Double Gates - 1no	Yes	Drop pin locator is raised causing a trip hazard. 1 no gate post is loose within the ground.	Level off tarmac surface around raised locator. Priority 2. Break out and re-set loose gate post. Priority 2.
Benches - 9no	Yes	1 no bench near sand has minor movement within ground.	Monitor movement to 1 no bench for deterioration.
Picnic Tables - 2no	Yes	Grass surface eroded around items.	Backfill around items with approx 4 bags of topsoil. Priority 2.
Litterbins - 10no	Yes	1 no wybone litter bin has cut top section.	Replace cut top section to wybone litter bin. Priority 2.
General Surfaces	Yes		
Equipment			
7no SMP Animal Benches	Yes	Items are showing rot & have very limited life span.	Monitor all animal benches frequently & consider early removal. Priority 2.
Kompan Supernova	Yes	Bark levels are low around item.	Top up bark levels and rake. Priority 2.
Proludic Aeroplane	Yes	Signs of wear to components. Bark levels low around item.	Monitor wear for deterioration. Top up bark levels around item. Priority 2.
SMP 3no UCF Climbers	Yes	Paintwork poor on items.	Rub down & repaint items. Priority 3.
Hags Spring Jeep	Yes	Minor wear to seat boards with rough edges. Bark is low under item. Roll bar rubber has minor damage.	Smooth off seat board edges regularly. Priority 2. Top up the bark under the item. Priority 2. Monitor the damage to the roll bar rubber for deterioration.
Hags UniMini Farmigal Unit & Slide (2003)	Yes	Bark levels are low in places. Signs of damage to log retainers.	Top up bark levels around item. Priority 2. Monitor damage to log retainers and smooth off when required.
Kompan Crazy Plane & Motorbike + Sidecar Springers	Yes	Bark levels are low around item.	Top up bark levels and rake. Priority 2.

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

Appendix 16 Ravenscourt Park Citizen Survey Report

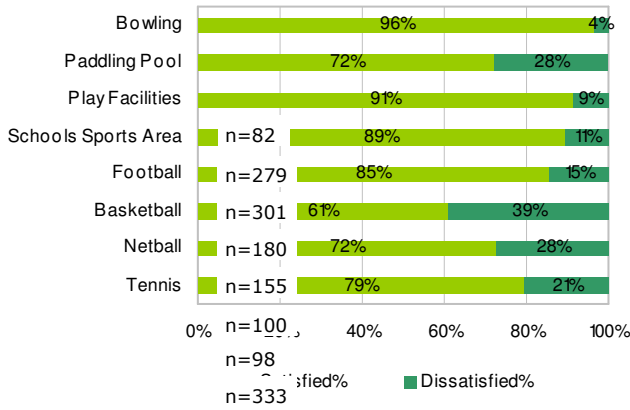
RAVENSCOURT PARK CONSULTATION: Key Questions

**PERFORMANCE AND INFORMATION TEAM
FINANCE AND CORPORATE SERVICES**



RAVENSCOURT PARK CONSULTATION—Key Questions

SATISFACTION WITH SPORTS FACILITIES



Proportionally most people were satisfied with the bowling green, the play facilities and the school sports area. 96% of respondents were satisfied with the bowling area (82 responses). 91% of respondents were satisfied with the play facilities (301 responses). 89% were satisfied with the school sports area (180 respondents). Three facilities with the lowest satisfaction rates were the netball court, the paddling pool, and the basketball court (72%, 72% and 61% satisfaction respectively).

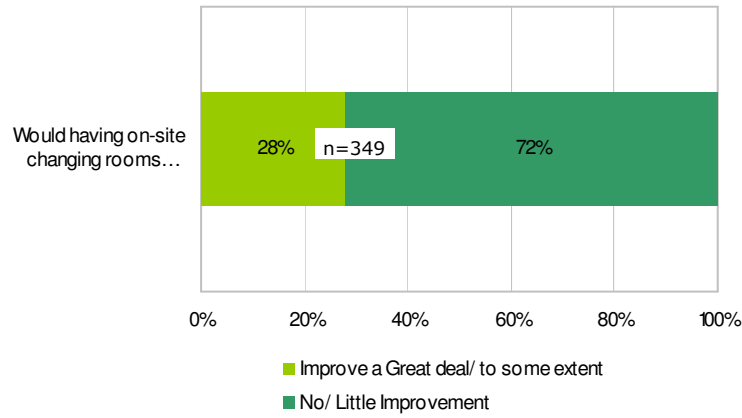
Increasing sports participation

Do you have any suggestions for increasing access and participation in sports and leisure in the park?	Count
Better sports pitch rental system	16
New Basketball Court	5
Bike racks around basketball court	2
Water fountain	2
noticeboard for sports events / clubs	16
Good atmosphere on basketball courts	1
More benches around the basketball courts	1
Stands for basketball area	1

The above table shows the free text answers for the question **'Do you have any suggestions for increasing access and participation in sports and leisure in the park?'**

CHANGING FACILITIES

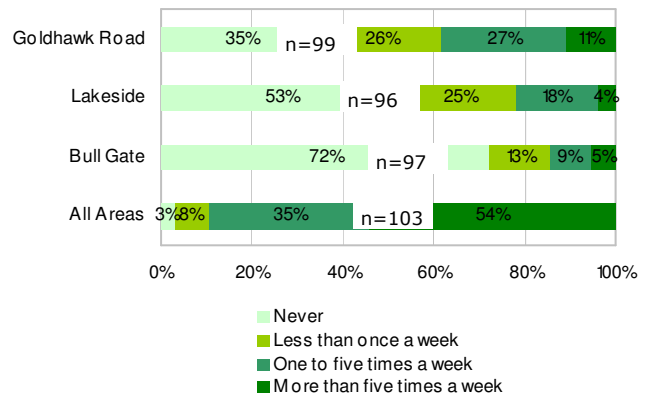
Would having onsite changing rooms improve your use of sports/ leisure facilities at Ravenscourt Park?



28% of respondents believed that having on site changing rooms would improve their use of sports/leisure facilities 'a great deal' or 'to some extent'. 72% believed that it would make 'little' or 'no' improvement.

DOG EXERCISE AREAS

How often do you use Ravenscourt Park and the dog areas within it for dog walking?

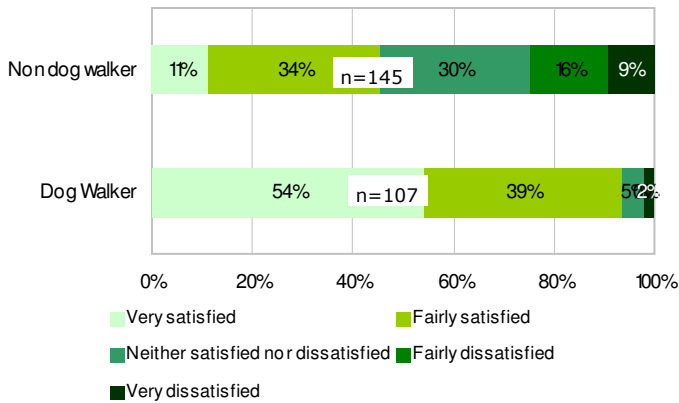


All Areas - There were 103 dog walkers who answered this question. 3% said they never used the dog exercise enclosures, 8% said they used them less than once a week, 35% said they used them one to five times a week, and 54% said they used them more than five times a week. The Goldhawk Road area was the most popular dog walking area, followed by lakeside and Bull Gate.

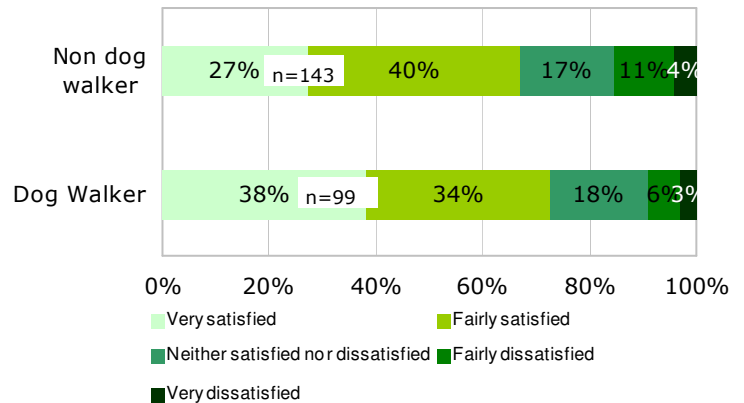
SATISFACTIONS WITH DOG PROVISION

Overall, how satisfied or dissatisfied are you with current provision in the park in relation to dogs?

Dog Satisfaction - General Areas



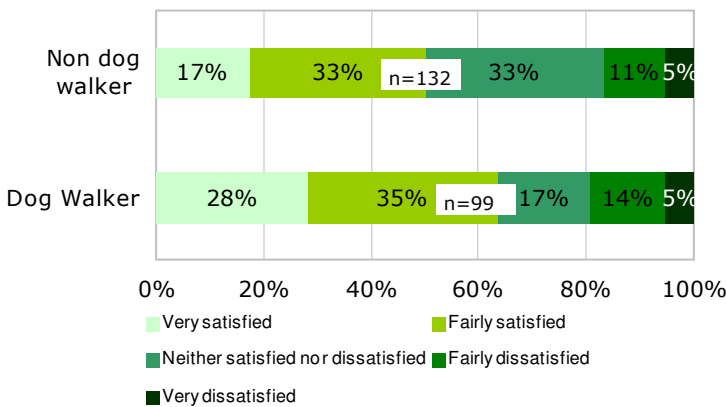
Dog Satisfaction - No Dog Areas



General areas where dogs are allowed: there were differences between responses from dog walkers and non dog walkers. 45% of non dog walkers were either very satisfied or fairly satisfied with the current provision in general park areas. This compares with 93% of dog walkers.

67% of non dog walkers are very or fairly satisfied with the no dogs area, compared with 72% of dog walkers.

Dog Satisfaction - Dog Exercise Enclosures



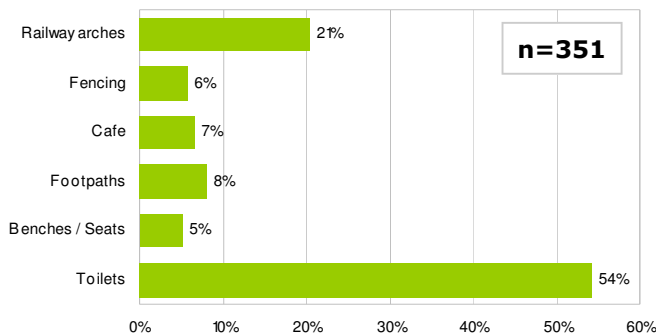
There is less of a difference in the satisfaction levels of the dog exercise enclosures. 50% of non dog walkers are either very or fairly satisfied compared with 63% of dog walkers.

Do you have any other comments or suggestions for improvements in relation to the use of the park by dogs?	Count
Keet one dog exercise area	1
Less dogs	8
Free poop bag dispensers	13
New fencing	5
More dog enclosures	4
Less dog enclosures	4
Fence around lake to be fixed	1
More seating for dog owners	1

The above table shows the free text answers for the question **'Do you have any other comments or suggestions for improvements in relation to the use of the park by dogs?'**

REPAIRS/ RENOVATION

What requires the most urgent repair/ renovation?



351 respondents answered the question on repairs/ renovation. Of those 54% thought the toilets required the most urgent repair. This was followed by 21% who thought that the railway arches required attention.

CHANGES/ IMPROVEMENTS

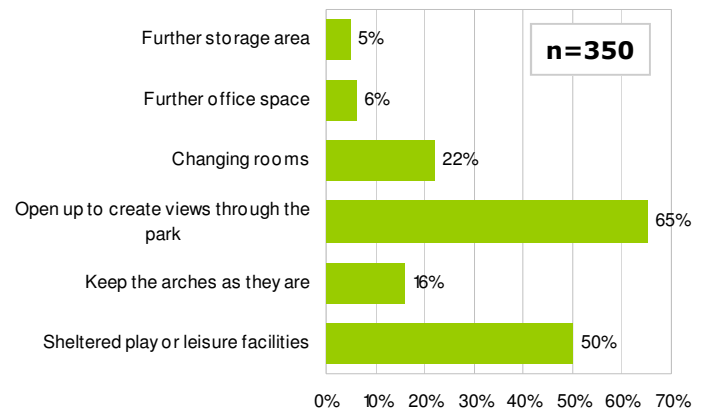
Overall, what would you like to see changed?

Overall, what would you like to see changed, added or improved in Ravenscourt Park?	Count
Better Surface on Basketball Court	12
Cheaper Tennis	8
Cleaner pond area	29
Drinking water readily available	4
Keep location of courts in same place	1
No more dog areas	17
Refencing	26
Renewing toilet facilities	42
skateboard area back	8

The above table shows the free text answers for the question '**Overall, what would you like to see changed, added or improved in Ravenscourt Park?**'

RAILWAY ARCHES

Do you have any suggestions for improving the use and appearance of the railway arches?



350 respondents answered the question on the future use of the arches. Of those 65% thought they should be opened up to create views through the park. 50% thought they should be changed into sheltered play or leisure facilities. 22% thought they should be changed into changing rooms.

Do you have any suggestions for improving the use and appearance of the railway arches?	Count
Artists' studio space	10
craft market	3
Covers should be improved e.g. brickwork	4
Table Tennis	1

The above table shows the free text answers for the question '**Do you have any suggestions for improving the use appearance of the railway arches?**'

CHANGES TO PLAYGROUND AREA

What do you think about the changes to the playground area?

How satisfied or dissatisfied are you with the recent changes to the northern (Goldhawk Road end) playground area?	Count
Better for older children	3
Issue with dogs entering the area	41
Positive change	51
Preferred old adventure playground	6
Putting back fencing	60

The above table shows the free text answers for the question '**How satisfied or dissatisfied are you with the recent changes to the northern (Goldhawk Road end) playground area?**'

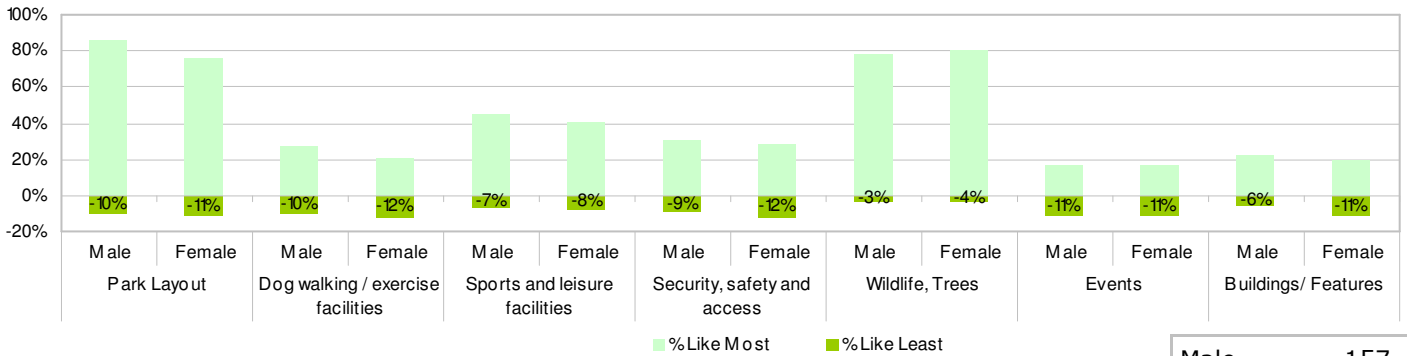
WHAT DO YOU LIKE MOST/ LEAST ABOUT THE PARK?

only completed the questionnaire). The older respondents were the less they said they liked park layout the least.

Gender

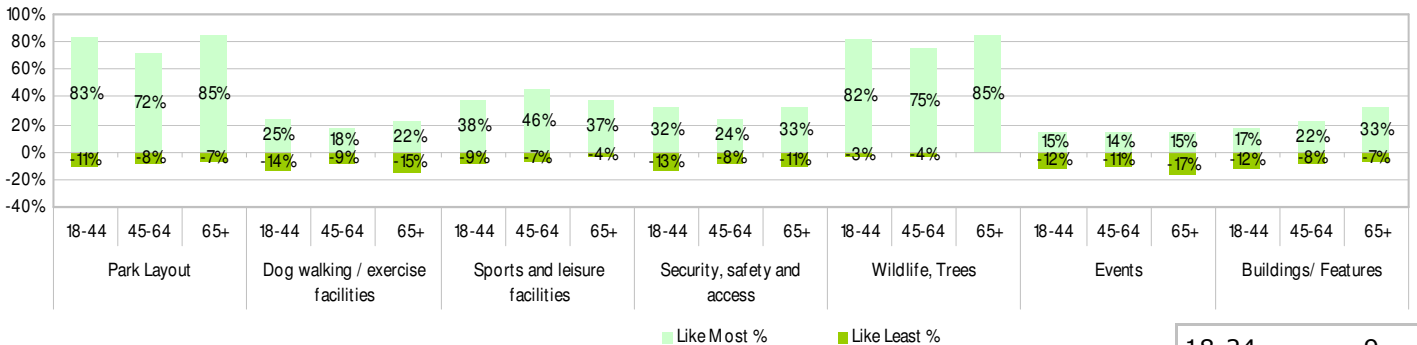
A higher proportion of females than males said they liked security/ access, and buildings/ features the least. Over 75 year olds said they liked buildings/ features the least (however only 9 of this age group

Gender



Male	157
Female	295

Age



18-24	9
25-34	52
35-44	144
45-54	120
55-64	49
65-74	37
75+	9

What do you like least about the park?	Count
lack of public toilets	37
poor maintenance of Dog Enclosure area	13
pond area dirty	19
poor paths	4
litter around park	15
too much dog mess	16
too much events	9
poor cafe	3
Poor Safety/ highCrime	9
fencing around park	7
poor lighting	4
Park overused by schools	1

The table on the left shows the responses from the free text box for the question 'what do you like least about the park?'

SECURITY

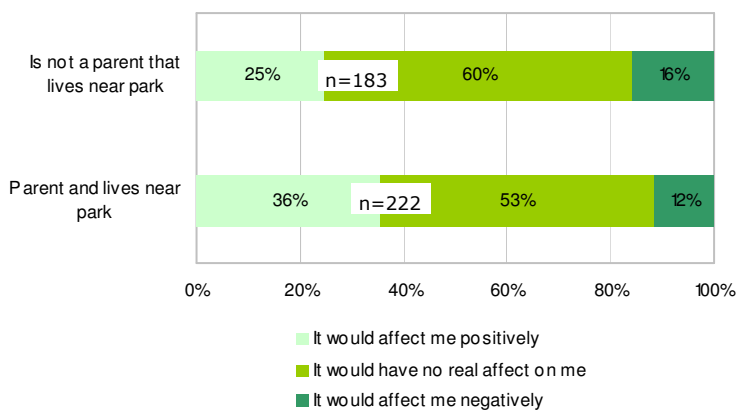
Suggestions for improving security

Do you have any suggestions for improving safety and security in the park?	Count
wardens in park	61
lighting in park	17

The above table shows the free text answers for the question '**Do you have any suggestions for improving safety and security in the park?**'

ACCESS

How much would the provision of an additional access into the park from the rear of Ravenscourt Park Prep school affect your use of the park?



There was not much difference between those who were parents who lived near the park and those who weren't. 36% of parents who lived near the school said it would affect them positively and 53% said it would have no real affect.

Do you have any suggestions for improving access into and around the park?	Count
New seating	2
No gate for school	13
yes to gate for school	18
New fence for dog area	4

The above table shows the free text answers for the question '**Do you have any suggestions for improving access into and around the park?**'

CAFÉ PROVISION

Comments on café provision

Do you have any comments about Cafe provision in the park?	Count
dogs should be allowed on leads	2
pigeon problem	7
Would like two cafes in park	7

The above table shows the free text answers for the question '**Do you have any comments about café provision in the park?**'

WILDLIFE AND PLANTING

Comments on wildlife, planting and conservation

What would you like to see improved in relation to wildlife, planting and conservation?	Count
Clean up rubbish on the lake / pond	18
Problem with pigeons / bird poo	1

The above table shows the free text answers for the question '**What would you like to see improved in relation to wildlife, planting and conservation?**'

Standing Water

Definition

Non flowing water body of fresh water.

BAP Objective

Improve the ecological quality and biodiversity of existing ponds aquatic and marginal habitats.

Flagship Species

Encouraging more frogs.

Partner

Groundwork London

Native Woodland Planting + Woodland Bulb Mix



Native Hedgerow

Definition

A boundary line of trees or shrubs more than 20m long and 5m wide made of 1 or more native species.

BAP Objective

Improve shelter belts to provide food, nesting sites and shelter for birds small mammals and invertebrates.

Flagship species

House Sparrow, Blackbird, Robin, Wren, Hedgehog, Frog, Stag Beetle, Ivy(climbing), Tree(over 3m)

Partners

Groundwork / LBHF Urban Studies Centre

Improved Grassland

Definition

Grassland managed for recreation, intensive management of a limited number of grass species by frequent cutting.

BAP Objective

Improve the ecological quality and biodiversity of the current amenity grass area.

Flagship Species

Create wildflower meadows to enhance foraging habitats for birds and nectar sources for insects

Partner

Groundwork / LBHF Urban Studies Centre

Protective Species Planted



Stag Beetle Loggeries



Scrub & Amenity Trees

Definition

Seral stages in the succession of herbaceous communities to woodland.

BAP Objective

Carry out practical conservation management of scrub areas and encourage local involvement.

Flagship Species

Encourage Stag Beetles and Bats.

Partner

Groundwork and ATS

KEY Habitats

- **Standing Water:** The Pond in Ravenscourt Park Conservation Area has Aquatic / Marginal and Bog Areas that can be developed to improve Ecological quality and Biodiversity of the pond in line with LBHF BAP.
- **Scrub / Tree Cover:** The outer margin of the Ravenscourt Park Conservation Area offers a range of Seral Scrub and tree belts as well as standing deadwood and loggeries that can be managed to encourage stag beetles and foraging mammals.
- **Native Hedgerow:** A mixed native hedgerow has been planted around the perimeter of the pond which will offer shelter food and nesting sites for a range of Fauna.
- **Improved Grassland:** The Ravenscourt Park Conservation Area with its fenced perimeter offers a great opportunity to trial a seasonal meadow to enhance foraging habitats for birds and nectar sources for insects.

KEY Maintenance Tasks and Frequencies

- Daily Litter Collection
- Mow margin 600mm either side of existing Hoggin Path.
- Maintain Hoggin Path
- Oversee and project manage all habitat improvements in line with LBHF Biodiversity Officer

KEY Objectives for area in line with LBHF BAP

- **Standing Water:** Quadron Services in Partnership with Groundwork London improved marginal habitats to the pond adding locally sourced Clay September 2012.
- **Scrub and Tree Cover:** LBHF Arboriculture Team will soon commence the Tree Inspection at Ravenscourt Park which will include the Conservation Area from this base line data we will put together an annual tree management plan for the area in line with ATS boroughs tree contractor. We will also look to inter plant the margins with native scrub varieties.
- **Native Hedgerow:** In partnership with Groundwork and the Urban Studies Centre we will look to lay the hedge in 2013 and manage in a sympathetic way to encourage ecological quality.
- **Improved Grassland:** The previous meadow area is heavily infested with perennial grass and weeds. We have commenced on a process of scything the grass to see if we can control the weeds. If not successful we may need to spray to create a sterile seedbed and begin the meadow again.

KEY Tasks for Volunteer Calendar

- Quadron and LBHF are currently talking to a number of Third Sector Partners including Groundwork London / Hammersmith Community Garden Association and The Urban Studies Centre to agree a plan for the pay forward for the Conservation Area and hope to be in a position by the Autumn to agree the Habitats and how we will manage these areas in the long term in line with LBHF BAP.

Appendix: 18 RAVENSCOURT PARK WALLED AREA-MANGEMENT PLAN



Task 1: Quantify usable herbaceous planting stock

Task 2: Lift and Divide usable plant material for use elsewhere in park and borough

Task 3: Program to eradicate perennial weeds

Task 4: Develop Soft Landscape Improvement Plan to be priced including:

Task 5: Develop Hard Landscape Improvement Plan to be priced including:

TASK 6: Prepare Full Project Delivery Plan including Funding Streams

APPENDIX 19: Parks Building Health and Safety Compliance report

Park	Buildings	Lead Officer	Notes
Bishop Park	Bishop`s Park Café	Jem kale	
	Bishop Park café pryor's bank	Jem kale	
	Bishop`s Park Tennis Pavilion	James Budkiewicz	
	Bishop Park toilet block	Paul Bassi	
	Bishop park Bowling green (New Comm Bldg)	Pauline McCormark	
	Bishop Park Avenue Lodge		
	Bishop Park Allotments	Paul Bassi	Licensed to FPMAA
Brook Green	Brook Green Maintenance Hut		Demolished
Fulham cemetery	Fulham cemetery fulham Lodge		Void
	fulham cemetery messroom /toilet	Ian McCreedy	
	Fulham Cemetery Chapel	Paul Bassi	
Fulham Palace & Estate	All under Management by the Trust		
Frank Banfiled Park	Distillery Centre		Sold
Furnival Gardens	furnival gardens mess room	Tony Potter	
Eel Brook Common	eel Brook Café	Jem kale	
Emlyn Garden Allotments	Emlyn Garden Allotments	Paul Bassi	Leased to EGA
Godolphin OS	Godolphin Road OS - refab eco centre	Paul Bassi	Leased to Hammersmith Community Garden Assocaition
Hammersmith Park	Hammersmith Park Depot	Tony Potter	
	Hammersmith Park Mess room/serco		To Be Demolished
	hammersmith Park toilet		To Be Demolished
	hammersmith Bowls pavillion	James Budkiewicz	To Be Demolished
Hurlingham Park	Hurlingham Park Stadium Grandstand	James Budkiewicz	
	Hurlingham Park Bowling Pavilion	James Budkiewicz	
	Hurlingham Park Pump room	Paul Bassi	
	Hurlingham Park Changing Rooms	James Budkiewicz	
	Hurlingham Park borehole	Paul Bassi	
Linford Christie Stadium	Linford Christie Stadium	James Budkiewicz	
	Linford Christie Stadium/prefab office	James Budkiewicz	
Lillie Road Rec	lillie Road Rec - Fitness centre	James Budkiewicz	
	lillie Road Rec - Changing Rooms	James Budkiewicz	
	Lillie Road Rec - mess room	James Budkiewicz	
	Normand Park Fitness centre	James Budkiewicz	
Fulham Pools	Normand Park Bowling Club pavilion	James Budkiewicz	
Normand Park	Normand Park Hut/Café/toilets	Paul Bassi	Occupied by Friends of Normand Patk
	Normand Park Depot	Tony Potter	
	Marcus Garvey One O'clock club		Sold
Margravine (Hammersmith) Cemetery	Margravine cemetery -depot nearest barons court	Ian McCreedy	
	Margravine cemetery - West Lodge		Void - Residential
	Margravine cemetery - West Lodge depot	Tony Potter	Quadron Site
	Margravine cemetery chapel	Paul Bassi	
	Margravine Cemetery Ossiary/bone house	Paul Bassi	
Mortlake Cemetery	mortlake cemetery lodge		Residential
	Mortlake Cemenary Chapel	Iain McCreedy	
	Mortlake cemetery lodge (2)		Residential
	Mortlake Maintenance Yard	Iain McCreedy	
North Sheen Cemetery	North Sheen cemetery Chapel	Paul Bassi	
	North Sheen cemetery Office/toilet/lodge	Iain McCreedy	
	Park Lodge		Residential
Ravenscourt Park	Childrens Toilet by the arches	Paul Bassi	
	Ravenscourt Park - Bowling Pavilion		
	Ravenscourt Park - Paddling Pool	James Budkiewicz	
	Ravenscourt Park Café	Jem kale	
	Ravenscourt Park Glasshouse	Paul Bassi	
	Ravenscourt Park Maintenance Depot	Ian McCreedy	
	Ravenscourt Park Arches storage	Paul Bassi	
	Ravenscourt Park One O clock club		
	ravenscourt park Nursery Goldhawck Road		
Ravenscourt Park White Lodge		Residential	
ST Peter Square	St peters Square -mess room	Tony Potter	
South Park	South Park Changing Rooms	James Budkiewicz	
	South Park Toilet block		
	South Park Maintenance Depot	Tony Potter	
	South Park Hugon Lodge		Residential
	South park Clancarty Lodge		Disused/Condemned
	South Park Cricket Pavilion	Paul Bassi	Occupied by Twice Times Nursery no lease
	South Park temporary café	Jem kale	
	South Park SubStation by woolneigh St		
Wendell Park	Wendell Park Depot/messroom	Tony Potter	
	William Parnell Park (Nursery)		Not within the park?
	Wormholt Park Pavilion		
Wormwood Scrubs	Wormwood Scrubs Maintenance Depot	Tony Potter	
	Wormwood Scrubs Stable blocks		
	Wormwood Scrubs Park Lodge		
White City	Old oak Community centre	Family Mosaic - Jackie Feeny amanger	
	White city One O'clock Club nursery		The Hut?
	White city One O'clock Club prefab office		?

APPENDIX 19: Parks Building Health and Safety Compliance report

Park	Buildings	Gas installation inspection	Legionellosis Risk Assessment	Water Temperature Checks
Bishop Park	Bishop`s Park Café	No Services Provided	No Services Provided	No Services Provided
	Bishop Park café pryor's bank	No Services Provided	No Services Provided	No Services Provided
	Bishop`s Park Tennis Pavilion	No Services Provided	No Services Provided	No Services Provided
	Bishop Park toilet block	No Services Provided	No Services Provided	No Services Provided
	Bishop park Bowling green (New Comm Bldg)	Yes	Yes	Yes
	Bishop Park Avenue Lodge	Yes	No	No
	Bishop Park Allotments	No Services Provided	No Services Provided	No Services Provided
Brook Green	Brook Green Maintenance Hut	No Services Provided	No Services Provided	No Services Provided
Fulham cemetery	Fulham cemetery fulham Lodge	Yes	Yes	Void
	fulham cemetery messroom /toilet	No Services Provided	No Services Provided	No Services Provided
	Fulham Cemetery Chapel	No Services Provided	No Services Provided	No Services Provided
Fulham Palace & Estate	All under Management by the Trust	By FP Trust	By FP Trust	By FP Trust
Frank Banfiled Park	Distillery Centre	Sold	Sold	Sold
Furnival Gardens	furnival gardens mess room	No Services Provided	No Services Provided	No Services Provided
Eel Brook Common	eel Brook Café	No Services Provided	No Services Provided	No Services Provided
Emlyn Garden Allotments	Emlyn Garden Allotments	No Services Provided	No Services Provided	No Services Provided
Godolphin OS	Godolphin Road OS - refab eco centre	No Services Provided	No Services Provided	No Services Provided
Hammersmith Park	Hammersmith Park Depot	No	Yes	Yes
	Hammersmith Park Mess room/serco	No Services Provided	No Services Provided	No Services Provided
	hammersmith Park toilet	No Services Provided	No Services Provided	No Services Provided
	hammersmith Bowls pavillion	No Services Provided	No Services Provided	No Services Provided
Hurlingham Park	Hurlingham Park Stadium Grandstand	No Services Provided	No Services Provided	No Services Provided
	Hurlingham Park Bowling Pavilion	No	Yes	Yes
	Hurlingham Park Pump room	No Services Provided	No Services Provided	No Services Provided
	Hurlingham Park Changing Rooms	Yes	Yes	Yes
	Hurlingham Park borehole	No Services Provided	No Services Provided	No Services Provided
Linford Christie Stadium	Linford Christie Stadium	Yes	Yes	Yes
	Linford Christie Stadium/prefab office	Yes	Yes	Yes
Lillie Road Rec	lillie Road Rec - Fitness centre	No Services Provided	No Services Provided	No Services Provided
	lillie Road Rec - Changing Rooms	No	Yes	Yes
	Lillie Road Rec - mess room	No Services Provided	No Services Provided	No Services Provided
Fulham Pools	Normand Park Fitness centre	No Services Provided	No Services Provided	No Services Provided
Normand Park	Normand Park Bowling Club pavilion	No	Yes	Yes
	Normand Park Hut/Café/toilets	No	Yes	Yes
	Normand Park Depot	Yes	Yes	Yes
Marcus Garvey	Marcus Garvey One O'clock club	Sold	Sold	Sold
Margravine (Hammersmith) Cemetery	Margravine cemetery -depot nearest barons court	No Services Provided	No Services Provided	No Services Provided
	Margravine cemetery - West Lodge	Yes	No	No
	Margravine cemetery - West Lodge depot	Yes	Yes	Yes
	Margravine cemetery chapel	No Services Provided	No Services Provided	No Services Provided
	Margravine Cemetery Ossiary/bone house	No Services Provided	No Services Provided	No Services Provided
Mortlake Cemetery	mortlake cemetery lodge	Yes	No	No
	Mortlake Cemenary Chapel	No	No	No
	Mortlake cemetery lodge (2)	Yes	No	No
	Mortlake Maintenance Yard	No	Yes	Yes
North Sheen Cemetery	North Sheen cemetery Chapel	No	No	No
	North Sheen cemetery Office/toilet/lodge	No	Yes	Yes
	Park Lodge	Yes	No	No
Ravenscourt Park	Childrens Toilet by the arches	No Services Provided	No Services Provided	No Services Provided
	Ravenscourt Park - Bowling Pavilion	No	Yes	Yes
	Ravenscourt Park - Paddling Pool	No Services Provided	No Services Provided	No Services Provided
	Ravenscourt Park Café	Yes	Yes	Yes
	Ravenscourt Park Glasshouse	No Services Provided	No Services Provided	No Services Provided
	Ravenscourt Park Maintenance Depot	Yes	Yes	Yes
	Ravenscourt Park Arches storage	No	No	No
	Ravenscourt Park One O clock club	Yes	Yes	Yes
	ravenscourt park Nursery Goldhawck Road	No Services Provided	No Services Provided	No Services Provided
Ravenscourt Park White Lodge	HSG Responsibility	HSG Responsibility	HSG Responsibility	
ST Peter Square	St peters Square -mess room	No Services Provided	No Services Provided	No Services Provided
South Park				
	South Park Changing Rooms	Yes	Yes	Yes
	South Park Toilet block	No Services Provided	No Services Provided	No Services Provided
	South Park Maintenance Depot	Yes	Yes	Yes
	South Park Hugon Lodge	Yes	No	No
	South park Clancarty Lodge	No Services Provided	No Services Provided	No Services Provided
	South Park Cricket Pavilion	No	Yes	Yes
		South Park temporary café	No Services Provided	No Services Provided
	South Park SubStation by woolneigh St	No Services Provided	No Services Provided	No Services Provided
Wendell Park	Wendell Park Depot/messroom	No	Yes	Yes
	William Parnell Park (Nursery)	No Services Provided	No Services Provided	No Services Provided
	Wormholt Park Pavilion	No Services Provided	No Services Provided	No Services Provided
Wormwood Scrubs	Wormwood Scrubs Maintenance Depot	No	No	No
	Wormwood Scrubs Stable blocks	No Services Provided	No Services Provided	No Services Provided
	Wormwood Scrubs Park Lodge	No Services Provided	No Services Provided	No Services Provided
	Old oak Community centre	No Services Provided	No Services Provided	No Services Provided
White City	White city One O'clock Club nursery	Yes	Yes	Yes
	White city One O'clock Club prefab office			

APPENDIX 19: Parks Building Health and Safety Compliance report

Park	Buildings	Shower Head Descaling	5YR Fixed Electrical Check	Fire Risk Assessment
Bishop Park	Bishop`s Park Café	No Services Provided	No Services Provided	No Services Provided
	Bishop Park café pryor's bank	No Services Provided	No Services Provided	No Services Provided
	Bishop`s Park Tennis Pavilion	No Services Provided	No Services Provided	No Services Provided
	Bishop Park toilet block	No Services Provided	No Services Provided	No Services Provided
	Bishop park Bowling green (New Comm Bldg)	No	Yes	Yes
	Bishop Park Avenue Lodge	No	No	No
Brook Green	Bishop Park Allotments	No Services Provided	No Services Provided	No Services Provided
	Brook Green Maintenance Hut	No Services Provided	No Services Provided	No Services Provided
Fulham cemetery	Fulham cemetery fulham Lodge	No	Yes	Yes
	fulham cemetery messroom /toilet	No Services Provided	No Services Provided	No Services Provided
	Fulham Cemetery Chapel	No Services Provided	No Services Provided	No Services Provided
Fulham Palace & Estate	All under Management by the Trust	By FP Trust	By FP Trust	By FP Trust
Frank Banfiled Park	Distillery Centre	Sold	Sold	Sold
Furnival Gardens	furnival gardens mess room	No Services Provided	No Services Provided	No Services Provided
Eel Brook Common	eel Brook Café	No Services Provided	No Services Provided	No Services Provided
Emlyn Garden Allotments	Emlyn Garden Allotments	No Services Provided	No Services Provided	No Services Provided
Godolphin OS	Godolphin Road OS - refab eco centre	No Services Provided	No Services Provided	No Services Provided
Hammersmith Park	Hammersmith Park Depot	No	Yes	No
	Hammersmith Park Mess room/serco	No Services Provided	No Services Provided	No Services Provided
	hammersmith Park toilet	No Services Provided	No Services Provided	No Services Provided
	hammersmith Bowls pavillion	No Services Provided	No Services Provided	No Services Provided
Hurlingham Park	Hurlingham Park Stadium Grandstand	No Services Provided	No Services Provided	No Services Provided
	Hurlingham Park Bowling Pavilion	No	Yes	Yes
	Hurlingham Park Pump room	No Services Provided	No Services Provided	No Services Provided
	Hurlingham Park Changing Rooms	Yes	Yes	Yes
Linford Christie Stadium	Hurlingham Park borehole	No Services Provided	No Services Provided	No Services Provided
	Linford Christie Stadium	Yes	Yes	Yes
Lillie Road Rec	Linford Christie Stadium/prefab office	Yes	Yes	Yes
	lillie Road Rec - Fitness centre	No Services Provided	No Services Provided	No Services Provided
	lillie Road Rec - Changing Rooms	No	Yes	Yes
	Lillie Road Rec - mess room	No Services Provided	No Services Provided	No Services Provided
Fulham Pools	Normand Park Fitness centre	No Services Provided	No Services Provided	No Services Provided
Normand Park	Normand Park Bowling Club pavilion	No	Yes	Yes
	Normand Park Hut/Café/toilets	No	Yes	Yes
	Normand Park Depot	Yes	Yes	No
Marcus Garvey	Marcus Garvey One O'clock club	Sold	Sold	Sold
Margravine (Hammersmith) Cemetery	Margravine cemetery -depot nearest barons court	No Services Provided	No Services Provided	No Services Provided
	Margravine cemetery - West Lodge	No	Yes	No
	Margravine cemetery - West Lodge depot	Yes	Yes	No
	Margravine cemetery chapel	No Services Provided	No Services Provided	No Services Provided
	Margravine Cemetery Ossiary/bone house	No Services Provided	No Services Provided	No Services Provided
Mortlake Cemetery	mortlake cemetery lodge	No	No	No
	Mortlake Cemenary Chapel	No	Yes	Yes
	Mortlake cemetery lodge (2)	No	No	No
	Mortlake Maintenance Yard	Yes	Yes	No
North Sheen Cemetery	North Sheen cemetery Chapel	No	Yes	Yes
	North Sheen cemetery Office/toilet/lodge	No	Yes	Yes
	Park Lodge	No	No	No
Ravenscourt Park	Childrens Toilet by the arches	No Services Provided	No Services Provided	No Services Provided
	Ravenscourt Park - Bowling Pavilion	No	Yes	Yes
	Ravenscourt Park - Paddling Pool	No Services Provided	No Services Provided	No Services Provided
	Ravenscourt Park Café	No	Yes	Yes
	Ravenscourt Park Glasshouse	No Services Provided	No Services Provided	No Services Provided
	Ravenscourt Park Maintenance Depot	Yes	Yes	No
	Ravenscourt Park Arches storage	No	Yes	No
	Ravenscourt Park One O clock club	Yes	Yes	Yes
	ravenscourt park Nursery Goldhawck Road	No Services Provided	No Services Provided	No Services Provided
Ravenscourt Park White Lodge	HSG Responsibility	HSG Responsibility	HSG Responsibility	
ST Peter Square	St peters Square -mess room	No Services Provided	No Services Provided	No Services Provided
South Park	South Park Changing Rooms	Yes	Yes	Yes
	South Park Toilet block	No Services Provided	No Services Provided	No Services Provided
	South Park Maintenance Depot	Yes	Yes	No
	South Park Hugon Lodge	No	No	No
	South park Clancarty Lodge	No Services Provided	No Services Provided	No Services Provided
	South Park Cricket Pavilion	No	Yes	No
	South Park temporary café	No Services Provided	No Services Provided	No Services Provided
	South Park SubStation by woolneigh St	No Services Provided	No Services Provided	No Services Provided
Wendell Park	Wendell Park Depot/messroom	No	Yes	Yes
	William Parnell Park (Nursery)	No Services Provided	No Services Provided	No Services Provided
	Wormholt Park Pavilion	No Services Provided	No Services Provided	No Services Provided
Wormwood Scrubs	Wormwood Scrubs Maintenance Depot	No	Yes	Yes
	Wormwood Scrubs Stable blocks	No Services Provided	No Services Provided	No Services Provided
	Wormwood Scrubs Park Lodge	No Services Provided	No Services Provided	No Services Provided
	Old oak Community centre	No Services Provided	No Services Provided	No Services Provided
White City	White city One O'clock Club nursery	No	Yes	Yes
	White city One O'clock Club prefab office			

APPENDIX 19: Parks Building Health and Safety Compliance report

Park	Buildings	Fire Alarm	Emergency Lighting	Portable Appliance Testing
Bishop Park	Bishop`s Park Café	No Services Provided	No Services Provided	No Services Provided
	Bishop Park café pryor's bank	No Services Provided	No Services Provided	No Services Provided
	Bishop`s Park Tennis Pavilion	No Services Provided	No Services Provided	No Services Provided
	Bishop Park toilet block	No Services Provided	No Services Provided	No Services Provided
	Bishop park Bowling green (New Comm Bldg)	Yes	Yes	Yes
	Bishop Park Avenue Lodge	No	No	No
	Bishop Park Allotments	No Services Provided	No Services Provided	No Services Provided
Brook Green	Brook Green Maintenance Hut	No Services Provided	No Services Provided	No Services Provided
Fulham cemetery	Fulham cemetery fulham Lodge	Yes	Yes	Void
	fulham cemetery messroom /toilet	No Services Provided	No Services Provided	No Services Provided
	Fulham Cemetery Chapel	No Services Provided	No Services Provided	No Services Provided
Fulham Palace & Estate	All under Management by the Trust	By FP Trust	By FP Trust	By FP Trust
Frank Banfiled Park	Distillery Centre	Sold	Sold	Sold
Furnival Gardens	furnival gardens mess room	No Services Provided	No Services Provided	No Services Provided
Eel Brook Common	eel Brook Café	No Services Provided	No Services Provided	No Services Provided
Emlyn Garden Allotments	Emlyn Garden Allotments	No Services Provided	No Services Provided	No Services Provided
Godolphin OS	Godolphin Road OS - refab eco centre	No Services Provided	No Services Provided	No Services Provided
Hammersmith Park	Hammersmith Park Depot	No	No	No
	Hammersmith Park Mess room/serco	No Services Provided	No Services Provided	No Services Provided
	hammersmith Park toilet	No Services Provided	No Services Provided	No Services Provided
	hammersmith Bowls pavillion	No Services Provided	No Services Provided	No Services Provided
Hurlingham Park	Hurlingham Park Stadium Grandstand	No Services Provided	No Services Provided	No Services Provided
	Hurlingham Park Bowling Pavilion	No	No	No
	Hurlingham Park Pump room	No Services Provided	No Services Provided	No Services Provided
	Hurlingham Park Changing Rooms	Yes	Yes	Yes
	Hurlingham Park borehole	No Services Provided	No Services Provided	No Services Provided
Linford Christie Stadium	Linford Christie Stadium	Yes	Yes	Yes
	Linford Christie Stadium/prefab office	Yes	Yes	Yes
Lillie Road Rec	lillie Road Rec - Fitness centre	No Services Provided	No Services Provided	No Services Provided
	lillie Road Rec - Changing Rooms	No	No	No
	Lillie Road Rec - mess room	No Services Provided	No Services Provided	No Services Provided
Fulham Pools	Normand Park Fitness centre	No Services Provided	No Services Provided	No Services Provided
Normand Park	Normand Park Bowling Club pavilion	No	No	No
	Normand Park Hut/Café/toilets	Yes	Yes	No
	Normand Park Depot	Yes	Yes	No
Marcus Garvey	Marcus Garvey One O'clock club	Sold	Sold	Sold
Margravine (Hammersmith) Cemetery	Margravine cemetery -depot nearest barons court	No Services Provided	No Services Provided	No Services Provided
	Margravine cemetery - West Lodge	No	No	No
	Margravine cemetery - West Lodge depot	Yes	Yes	No
	Margravine cemetery chapel	No Services Provided	No Services Provided	No Services Provided
	Margravine Cemetery Ossiary/bone house	No Services Provided	No Services Provided	No Services Provided
Mortlake Cemetery	mortlake cemetery lodge	No	No	No
	Mortlake Cemenary Chapel	No	No	Yes
	Mortlake cemetery lodge (2)	No	No	No
	Mortlake Maintenance Yard	Yes	Yes	No
North Sheen Cemetery	North Sheen cemetery Chapel	No	No	Yes
	North Sheen cemetery Office/toilet/lodge	No	No	Yes
	Park Lodge	No	No	No
Ravenscourt Park	Childrens Toilet by the arches	No Services Provided	No Services Provided	No Services Provided
	Ravenscourt Park - Bowling Pavilion	No	No	No
	Ravenscourt Park - Paddling Pool	No Services Provided	No Services Provided	No Services Provided
	Ravenscourt Park Café	Yes	Yes	No
	Ravenscourt Park Glasshouse	No Services Provided	No Services Provided	No Services Provided
	Ravenscourt Park Maintenance Depot	Yes	Yes	No
	Ravenscourt Park Arches storage	No	No	No
	Ravenscourt Park One O clock club	Yes	Yes	Yes
	ravenscourt park Nursery Goldhawck Road	No Services Provided	No Services Provided	No Services Provided
Ravenscourt Park White Lodge	HSG Responsibility	HSG Responsibility	HSG Responsibility	
ST Peter Square	St peters Square -mess room	No Services Provided	No Services Provided	No Services Provided
South Park				
	South Park Changing Rooms	No	No	No
	South Park Toilet block	No Services Provided	No Services Provided	No Services Provided
	South Park Maintenance Depot	Yes	Yes	No
	South Park Hugon Lodge	No	No	No
	South park Clancarty Lodge	No Services Provided	No Services Provided	No Services Provided
	South Park Cricket Pavilion	No	No	No
	South Park temporary café	No Services Provided	No Services Provided	No Services Provided
South Park SubStation by woolneigh St	No Services Provided	No Services Provided	No Services Provided	
Wendell Park	Wendell Park Depot/messroom	No	No	No
	William Parnell Park (Nursery)	No Services Provided	No Services Provided	No Services Provided
	Wormholt Park Pavilion	No Services Provided	No Services Provided	No Services Provided
Wormwood Scrubs	Wormwood Scrubs Maintenance Depot	Yes	Yes	No
	Wormwood Scrubs Stable blocks	No Services Provided	No Services Provided	No Services Provided
	Wormwood Scrubs Park Lodge	No Services Provided	No Services Provided	No Services Provided
	Old oak Community centre	No Services Provided	No Services Provided	No Services Provided
White City	White city One O'clock Club nursery	Yes	Yes	Yes
	White city One O'clock Club prefab office			

Appendix 20 Ravenscourt Park Tree Works

Contract Code From: Advanced - Tree Contract (TA11)
Contract Code To: Advanced - Tree Contract (TA11)
Payment Status: All
Street: RAVENSCOURT PARK OPEN SPACE (P032)
Cost Code Like: Trees: Parks_Cemeteries (H12TRE02)

Job / Maintenance Regime	Feature No	Feature Id / Location	Order	Value
Cost Code: H12TRE02	Trees: Parks & Cemeteries			
Street: RAVENSCOURT PARK OPEN SPACE (P032)	Area: ATO B (ATOB)			
2025343 - Clear limbs (x 5 main) from fallen tree, leave trunk lying as habitat	3,421.00	421.00 - west side of main lake	TA11-60171	375.00
2027852 - fell tree to ground level	3,083.00	83.00 - Map 83	TA11-60071	263.00
2027896 - Reduce crown spread over road (facing west only) by 50% . Reshape to balance if necessary and cleanout crown.	3,508.00	508.00 - OPP 8 Ravenscourt SQ	TA11-60071	270.00
2029864 - Remove hanging branch from top of crown (T Damaged/hanging branch)	3,413.00	413.00 - Map 413	TA11-60149	45.00
2029865 - Remove hanging branch and cleanout crown	3,417.00	417.00 - Map 417	TA11-60149	69.00
2030301 - Lift to 5m over access road - back to fence line	3,328.00	328.00 - Tree 328	TA11-60171	29.00
2030302 - Lift to 5m over access road - back to fence line	3,322.00	322.00 - Tree 322	TA11-60171	29.00
2030303 - Lift to 5m over access road - back to fence line	3,318.00	318.00 - Tree 318	TA11-60171	29.00
2030304 - Lift to 5m over access road - back to fence line	3,316.00	316.00 - Tree 316	TA11-60171	29.00
2030305 - Lift to 3.5m over basketball court	3,462.30	462.30 - Tree 462.3 W side of central circular bed	TA11-60171	29.00
2030306 - Lift to 3.5m over basketball court	3,462.60	462.60 - Tree 462.6 E side of central circular bed	TA11-60171	15.00
2030307 - Lift to 5m over basketball court	3,315.00	315.00 - Tree 315	TA11-60171	29.00
2030308 - Lift to 5m over basketball court	3,314.00	314.00 - Tree 314	TA11-60171	29.00
2030309 - Lift to 3.5m over basketball court	3,441.00	441.00 - Tree 441	TA11-60171	69.00
2030310 - Lift to 5m over basketball court	3,462.00	462.00 - Tree 462	TA11-60171	119.00
2030311 - Lift to 5m over basketball court	3,486.00	486.00 - Tree 486	TA11-60171	29.00
2030316 - Fell dead tree to 1m stump	3,434.00	434.00 - between lake and dog exercise area	TA11-60171	263.00
2030317 - Fell dead tree to 1m stump	3,193.00	193 - south of main cross path (in avenue of young Elms)	TA11-60171	75.00
2030585 - CBFP to give 1.5m clearance to height of 3m above top of railway wall/fence. Lift to 3m over highway.	3,037.00	37.00 - Tree 37 by side of Ravenscourt Park (the Road) Contact TFL Graham Crimmins (07802 670 411) to notify of treework next to track	TA11-60203	78.00
2030586 - CBFP to give 1.5m clearance to height of 3m above top of railway wall/fence.	3,039.00	39.00 - Tree 39 Contact TFL Graham Crimmins (07802 670 411) to notify of treework next to track.	TA11-60203	49.00
2030587 - CBFP to give 1.5m clearance to height of 3m above top of railway wall/fence.	3,041.00	41.00 - Tree 41 Contact TFL Graham Crimmins (07802 670 411) to notify of treework next to track	TA11-60203	49.00
2030588 - CBFP to give 1.5m clearance to height of 3m above top of railway wall/fence.	3,048.00	48.00 - Tree 48 Contact TFL Graham Crimmins (07802 670 411) to notify of treework next to track.	TA11-60203	49.00
2030589 - CBFP to give 2m clearance to height of 3m above top of railway wall/fence.	3,010.00	10.00 - Tree 10 Contact TFL Graham Crimmins (07802 670 411) to notify of treework next to track	TA11-60203	49.00
2030590 - CBFP to give 2m clearance to height of 3m above top of railway wall/fence.	3,111.00	111.00 - Tree 111 Contact TFL Graham Crimmins (07802 670 411) to notify of treework next to track	TA11-60203	99.00
2030591 - CBFP to give 2m clearance to height of 3m above top of railway wall/fence.	3,110.00	110.00 - Tree 110 Contact TFL Graham Crimmins (07802 670 411) to notify of treework next to track	TA11-60203	149.00
2030592 - CBFP to give 1.5m clearance to height of 3m above top of railway wall/fence.	3,066.00	66.00 - Tree 66 Contact TFL Graham Crimmins (07802 670 411) to notify of treework next to track.	TA11-60203	49.00
2030593 - CBFP to give 1.5m clearance to height of 3m above top of railway wall/fence.	3,064.00	64.00 - Tree 64 Contact TFL Graham Crimmins (07802 670 411) to notify of treework next to track	TA11-60203	49.00
2030594 - CBFP to give 1.5m clearance to height of 3m above top of railway wall/fence.	3,061.00	61.00 - Tree 61 Contact TFL Graham Crimmins (07802 670 411) to notify of treework next to track.	TA11-60203	99.00
2030595 - CBFP to give 1.5m clearance to height of 3m above top of railway wall/fence.	3,063.00	63.00 - Tree 63 Contact TFL Graham Crimmins (07802 670 411) to notify of treework next to track.	TA11-60203	49.00

Contract Code From: Advanced - Tree Contract (TA11)
Contract Code To: Advanced - Tree Contract (TA11)
Payment Status: All
Street: RAVENSCOURT PARK OPEN SPACE (P032)
Cost Code Like: Trees: Parks_Cemeteries (H12TRE02)

Job / Maintenance Regime	Feature No	Feature Id / Location	Order	Value
Cost Code: H12TRE02	Trees: Parks & Cemeteries			
Street: RAVENSCOURT PARK OPEN SPACE (P032)		Area: ATO B (ATOB)		
2030596 - CBFP to give 1.5m clearance to height of 3m above top of railway wall/fence.	3,037.40	37.40 - Tree 37.4 Contact TFL Graham Crimmins (07802 670 411) to notify of treework next to track.	TA11-60203	19.00
2030597 - CBFP to give 1.5m clearance to height of 3m above top of railway wall/fence.	3,037.60	37.60 - Tree 37.6 Contact TFL Graham Crimmins (07802 670 411) to notify of treework next to track	TA11-60203	19.00
2030783 - Fell to ground level	3,462.30	462.30 - Tree 462.30	TA11-60212	263.00
2030784 - Fell to ground level	3,462.60	462.60 - Tree 462.60	TA11-60212	75.00
2030856 - Remove Deadwood	3,601.00	601.00 - Tree 601 Corner of childrens playground at rear of 267 Goldhawk Road	TA11-60219	69.00
2030900 - Remove hanging branch Done on 26/7/2012 Confirmation	3,570.00	570.00 - Map 570	TA11-60185	18.00
2031950 - Removal of OPM nests	3,458.00	458.00 - MAP 458	TA11-60223	120.00
2031951 - Removal of OPM nests	3,405.00	405.00 - MAP 405	TA11-60223	120.00
2031952 - Removal of OPM nests	3,407.00	407.00 - MAP 407	TA11-60223	65.00
Total for Street:				3,331.00
Total for Cost Code:				3,331.00
Total for Report:				3,331.00

Appendix 21 Action Plan Previous Year

#	Description	Objective	Date Completed	Funding Source	Value
1	Ensured that Memorandum of Understanding for Friends Group is adopted fully – through annual review of Groups constitutions.	Objective 22	Annually	Staff Time	Nil
2	Deliver a new challenging play area in the park.	Objective 4	2010	Playbuilder	£110K
3	Remove existing signage clutter.	Objective 2	2010	Capital	£1K
4	Remove obsolete bins and dog bins.	Objective 12	2010	Capital	£1K
5	Ensure all mulching of site is completed	Objective 16	Annually	Revenue	Nil
6	Conduct a full site hard asset survey of condition and repair value	Objective 5	2011	Capital	£30K
7	Establish In borough Green Waste recycling facility at Wormwood Scrubs.	Objective 17	2011	Capital	£25K
8	Establish pesticide reduction policy for all Green Flag sites..	Objective 16	2011	Staff Time	Nil
9	Complete Flora and Fauna survey of the park. Flora survey now complete	Objective 19	2011	Staff Time	Nil
10	Full restoration of Community Greenhouse	Objective 20	2011	Capital	£10K
11	Advertising of Friends of group within the park, local press and well as council and external websites to promote local community involvement in the community garden. Develop format for friendsof.org.uk friends web portal with Groundwork London	Objective 23	2011	Capital	£5K
12	Develop new ways of promoting and supporting volunteer work days with Quadron Services Ltd, Groundwork, Friends of Walled Garden and the Greenhouses project. Establish LBHF Third Sector Forum to work with Park Friends.	Objective 27	2011	Staff Time	Nil
13	Install new signage at primary and secondary entrances	Objective 29	2011	Capital	£2K

Appendix 22: Notes from Ravenscourt Park Walkabout

Date 15/11/12

Attended:

Paul Bassi (LBHF) Andy Thorn (LBHF), Jem Kale (LBHF), Mark Handley (London farmers Market), Annabel May, Janis Cammel, Suzanne (?), Netty Ribeaux (Groundwork) Alice Hemming (Groundwork)

Item	Issue	Action	Timescale
1	Café Clock not working. A cost has been received subsequent to walkabout for repairs of £2000 for complete overhaul of the clock. At this stage, this not deemed a priority as there are other safety concerns to address first	Repairs on Hold -Will see if we can pursue external funding or other internal sources outside Parks budget	tbc
2	TNT delivery vans driving through the park	PB to contact TNT and discuss with constabulary to ensure gates on Ravenscourt Park Avenue are closed.	Dec 2012
3	Seating in patio area of café not accessible seating and general appearance not in keeping with surroundings	JK will discuss with café owners seating options and	Feb 2013
4	Armrest for seats in the park outstanding	PB expected deliver of bespoke retrofit armrest 10/12/12 . To consult Friends which seats to have armrests at next meeting	Jan 2013
5	Events communication needs to be improved Forthcoming events :hedge laying in conservation area and Pond Clear out day on 13 Dec.	JK to produce a template for events calendar. PB to produce template for community events so that non council events can also be captured	December 2012
6	Flyposters and notices not removed.	PB to request Quadron and	December 2012

		Constabulary to do a sweep of posters and remove all not authorised	
7	Farmers Market – MK presented plans for market by arches. Lead in time is 2months and likely to be, if approved, in Spring 2013. Concerns raised about car parking and availability of more arches.	PB to discuss with Street Markets team issues and timescale.	Spring 2013
8	Opening Arches – works already started to tidy up arches nearest west six nursery in preparation to receive content from other arches	PB to discuss with friends how to landscape the shrub beds on bullgate side of arches as this currently blocks vista. Alice Hemming of Groundwork is to discuss plans with Friends for design improvements of the arches.	Completion of Arches improvement by April 2013. £10K of Dulux paints secured.
9	Sundial in Bullgate – Quadron sundial gift was for wall mounted version which was not suitable for the plinth.	AM to discuss with Quadron alternative sundial option for the plinth	December 2013
10	Children’s play area toilet out of use during the summer was due to vandalism. Repairs were made and was operational but now closed during winter	PB to arrange for sign to notify public of open and closed season	December 2013
11	Finger Post signage around the park is required for key features including toilets	PB to discuss with Friends design options.	Summer 2013
12	The desire line /pathway on the Ravenscourt Park road side has widen and becoming waterlogged ad hazardous.	PB to explore temporary solution (wood chipping etc) and to discuss other permanent solution next meeting e.g. hogging.	Temporary solution by December 2012 .
13	Trees - a) survey report requested b) Concern about specimen tree in the central bed of basketball	To follow up with Gavin Simmons about recommendations for tree programme	At next meeting

	<p>area. But PB assured that Dawn Redwood is deciduous and leaves do brown and fall off in autumn and not ill</p> <p>c) Remove redundant tree's barriers</p>		
14	Additional bins requested by the bridge and by the Goldhawk Road entrance	AT to purchase/relocate bin to this site	Dec 2012
15	Ladybird Nursery – privet hedge creating tunnel affect and request to lower the height	AT to discuss with nursery hedge trimming	December 2012
16	Goldhawk entrance – issues with sight lines and possibly coppicing holly trees	AT to suggest to Gavin Simmons for coppicing some of the holly	TBC
17	Conservation Area meadow area stripped out and to be rotivated with plans to encourage better wildlife meadow plants	AT to provide further details	Dec 2012
18	Walled Garden – Friends of Walled garden have commissioned armillary and discussion to have the beds renovated	PB and Angela Clarke in discussion. Funding secured by Walled garden	April 2013
19	Walled Garden beds pernicious weeds and over stocked beds has been noted as being problematic and now requires substantial investment to revert decline.	AT and Quadron to discuss with Angela Clarke to develop plans to address this issue and how best to use volunteers dedicated to this area.	TBC
20	Communication – AT is the first point of contact for Ravenscourt Park for friends groups. To reduce duplication and cross wires please copy all communication to AT who will confirm appropriate person to contact or lead on specific issues.		