



Emslie Horniman's Pleasance Ten-year Management Plan (2012 - 2021 Annually Reviewed)



THE ROYAL BOROUGH OF
KENSINGTON
AND CHELSEA

Title	Emslie Horniman's Pleasance Ten Year Management Plan
Author	Leisure Services Development Officer (Ecological Enhancements written by the Ecology Service Manager)
Date Created	20/01/2012
Date Reviewed	

Acknowledgements

Local Members
Quadron Services Ltd.
Regular users of the park
Sixty Plus
The Children's Forum
Open Age (HISTORYtalk)
(RBKC) Consultation Team

Think before you print

Only print this document if necessary.

It may only be necessary to print out pages of specific interest, rather than the full document.



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Foreword

The Royal Borough is one of the most densely populated Boroughs in the United Kingdom with possibly the least amount of public green open space. It is, therefore, the Council's policy to maintain all its parks at an excellent standard, to renew the infrastructure and to ensure that our parks are something we can all be proud of.

I am very keen that all residents and park users should have an opportunity to become more closely involved in managing the future development of these green lungs. We need to ensure that we are providing a full range of the facilities and services that local residents would like to see and clearly this will vary from place to place around the Borough.

In pursuit of excellence, the Council wants each of the eight major parks to gain and keep the Green Flag Award. We currently have seven Green Flag Award winning sites and Emslie Horniman's Pleasance is the next park to be entered for this prestigious award.

This management plan for Emslie Horniman's Pleasance sets out our proposed plans for the park over the next ten years. The plan is intended to enable us to achieve the highest horticultural and environmental quality, to ensure continuous top-quality maintenance and to provide facilities for people to play, walk, exercise or relax. All this needs to be managed to ensure that there is something for everyone in the Borough's parks.

If you have any comments you would like to make about the content of this plan, please send them to The Leisure Services Development Officer (Parks), The Stable Yard, Holland Park, Ilchester Place, London W8 6LU.

Councillor Nicholas Paget-Brown
Cabinet Member for Regeneration, Environmental Management and Leisure

The location of Emslie Hornimans Pleasance within the borough



Emslie Location Map



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Ordnance Survey 100021668

Ref: EHP Location
Date: 13/10/2011
Author: Monica Castellino
Status: Final

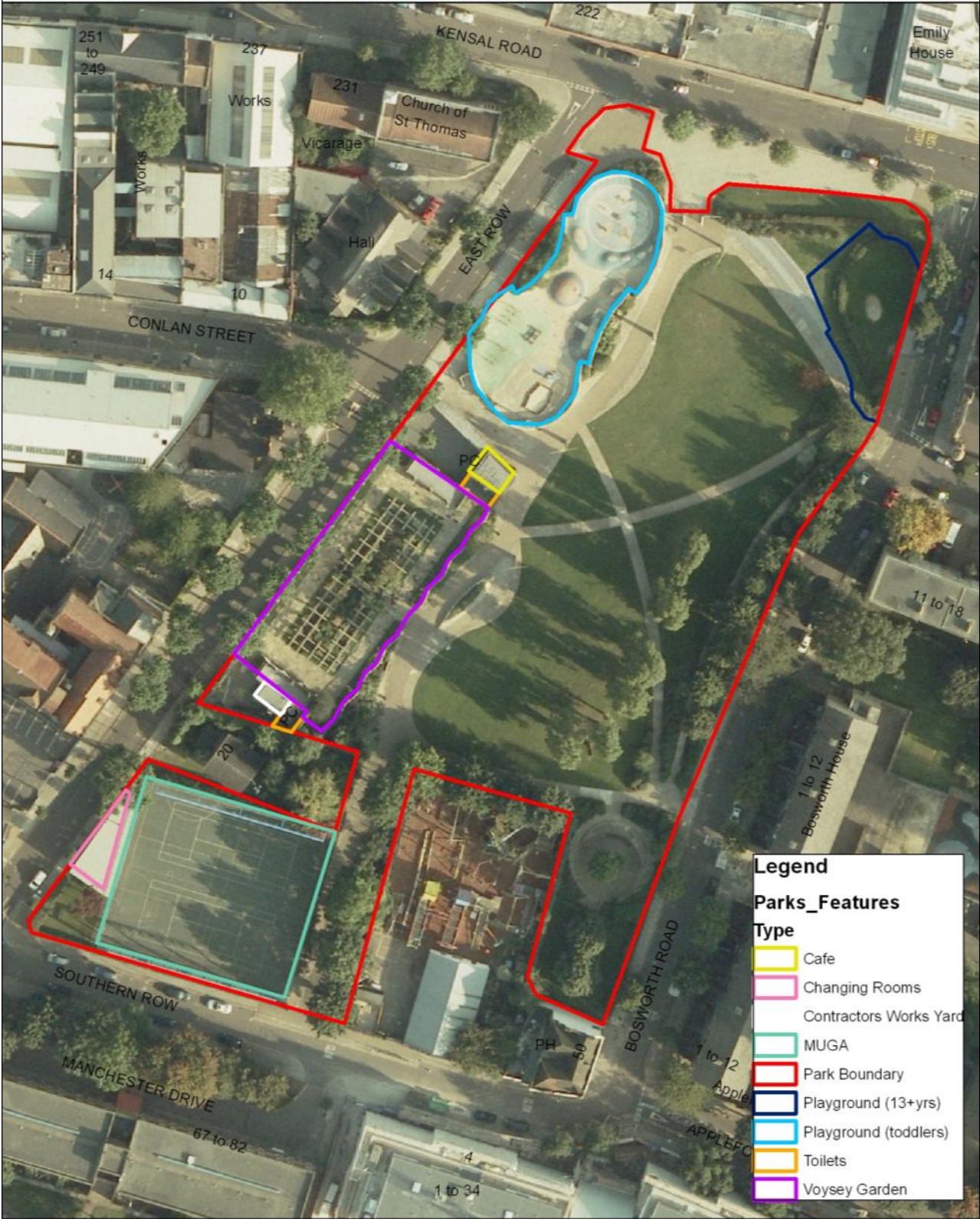
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Figure1: Map showing location of Emslie Horniman's Pleasance within the borough

Emslie Features Map



<p>Title: Emslie Features Map</p>	<p>Ref: EHP features Date: 30/01/2012 Author: M.Castelino Status: Final</p>	<p>ELRS: Parks The Royal Borough of Kensington and Chelsea Holland Park W8 x8192 monica.castelino@rbkc.gov.uk</p> 
<p>© Crown copyright and database rights 2012 Ordnance Survey 100021668</p>		<p>THE ROYAL BOROUGH OF KENSINGTON AND CHELSEA</p>

Figure 2: Map showing the layout and features of Emslie Horniman’s Pleasance.

1. Background

1. Emslie Horniman's Pleasance has never before had a management plan put in place.
2. In 2010 an extensive public consultation took place with park users, other groups and individuals to gain an insight into the community needs and encourage greater use of the park. This consultation involved discussion with a number of different groups including parents and carers, young people, regular users of the park, the Parks Police and Park staff (Quadron Services Ltd).
3. The Emslie Horniman's Pleasance Management Plan will sit along side several other strategies and initiatives; these are elaborated on later in the plan. It is important to note, however, that this is a plan to improve the site and manage the day-to-day operations of the park as it is now and is not a plan to restore the park to the footprint of an earlier time.
4. Emslie Horniman's Pleasance is due to undergo improvement works as part of the Borough's Ten Year Parks Strategy 2006-2015. The work, detailed later on this plan, is due to begin in 2012.



2. Introduction

2.1 Name: Emslie Horniman's Pleasance

2.2 Map Reference: 524309,182208

2.3 Location: Emslie Hornmans Pleasance sits in the Golborne Ward in the north of the borough.

2.4 Size: 1.2ha

2.5 Age: 100years

2.6 Ownership and Management: The site is owned by the Royal Borough of Kensington and Chelsea and managed by its park service.

2.7 Maintenance: The site is maintained by an external contractor; currently Quadron Services Ltd.

2.8 Significant features and main uses of the park:

The park contains a large playground, a multi-use-games-area (MUGA), toilet facilities and changing rooms, flower beds and grass areas. The Voysey garden, a feature that has been in place since the site first opened as a public park sits at the centre of the park. There is also a yard and mess room for park staff (see figure 2).

2.9 Brief History:

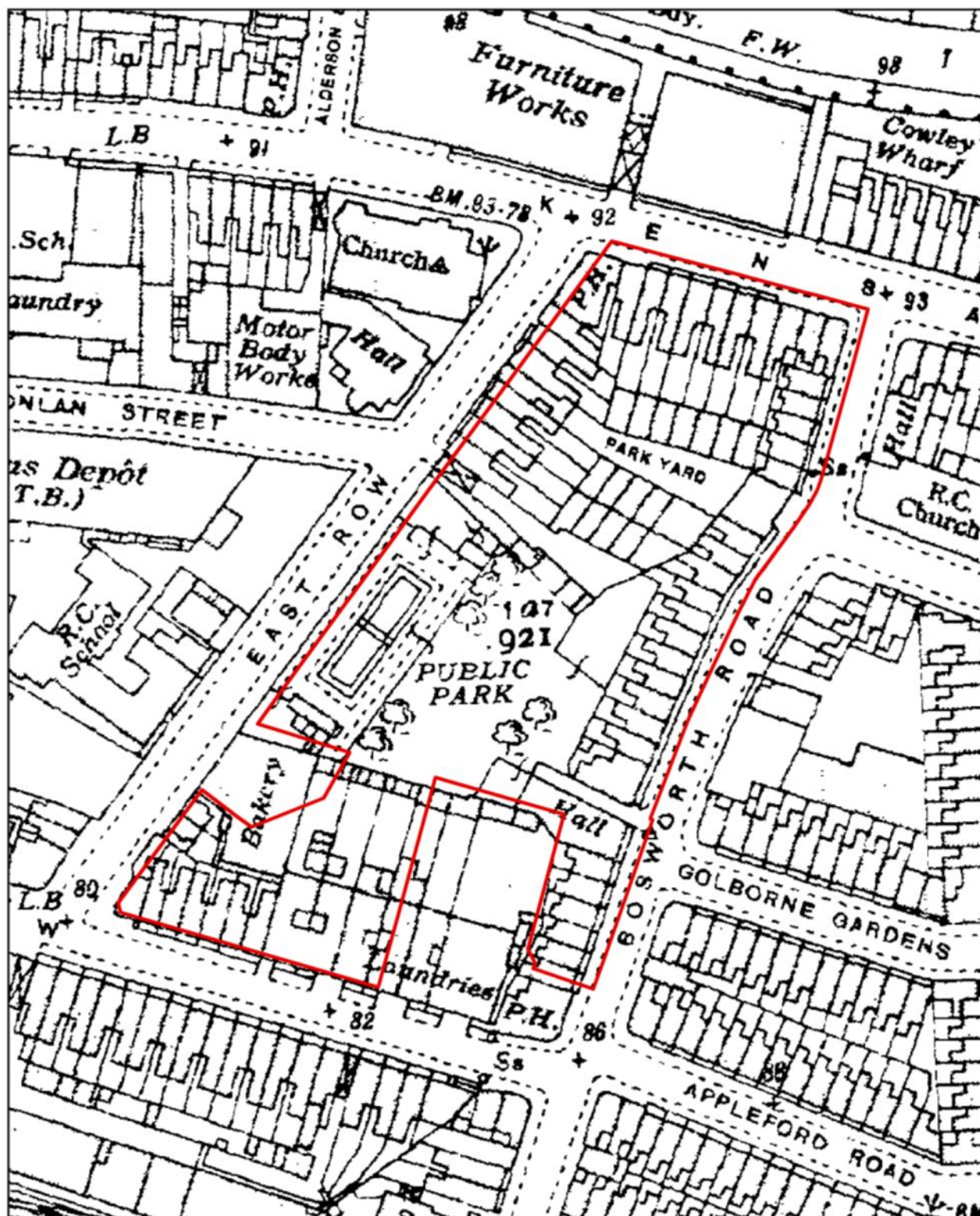
During a meeting of the London County Council on the 14th March 1911, the chairman read out a letter containing an offer from politician and ex-council member Emslie J. Horniman:

"Recently I have been able to secure nearly one acre of land, which I consider suitable to lay out as a public garden, with sand-pit, etc., and, having now completed the purchase, I have much pleasure in offering the same to your council, and am ready to make over the freehold, the only condition being that the land be dedicated in perpetuity to the people of London as a recreation-ground. I propose to clear the land and lay out same at my own expense."

Emslie Horniman lived in Chelsea but was inspired to create the park which today bears his name in North Kensington by Sister Ruth, a local nun who worked with the poor of Kensal Town. Emslie Horniman was interested in the arts and gave the commission to design the park to the architect Charles Voysey hence the name 'Voysey Garden'.

Nowadays the park hosts 20,000 people over the August bank holiday when it becomes the official launch pad of the Notting Hill Carnival.

Emslie Horniman's Pleasance 1935 (current park boundary shown in red)



EHP 1935



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Ordnance Survey 100021668

Ref: EHP 1935

Date: 10/10/2011

Author: M. Castellino

Status: Final

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Figure 3: map showing Emslie Horniman's Pleasance in 1935 (current park boundary in red)

2.11 Funding:

Day to Day:

Day to day funding for the parks and open spaces comes from parks service revenue budgets.

Emslie Horniman's Pleasance Improvement Project:

As mentioned in the background information the park is due to undergo improvement works as part of the Borough's ten Year Parks Strategy 2006-2015. The funding needed for these works has been committed as a capital bid for 2012 as part of the Council's Capital Programme.

Additional Funding: Play Pathfinder Initiative – Family and Children's Services

This programme is a key part of the national play strategy, Fair Play, launched in April 2008. As a play pathfinder authority the Royal Borough of Kensington and Chelsea received around £2 million capital funding plus significant revenue funding. Play Pathfinders will work with children, young people and their communities to develop innovative play sites with challenging equipment and natural landscapes in order to give all children the opportunity to play actively outdoors. The play sites will also be accessible for disabled children. Emslie Horniman's Pleasance is one of several Play Pathfinder sites in the borough and a new playground in the North East corner of the park, installed in 2010, was funded by this scheme.

2.12 The Management Plan:

Although the management plan has principally been written by one person several groups and partners have contributed to its completion.

Thorough public consultation with regard to the future use of the park has heavily influenced the plan, as have various strategies and documents detailed further on in the plan. Colleagues from other departments within the Council have also participated in its conclusion.

The plan has been specifically laid out in order to comply with the Green Flag Award Scheme criteria and in accordance with guidelines set by CABI Space: "A Guide to Producing Park and Green Space Management Plans". The result is a working document accessible to all those involved in managing and maintaining Emslie Horniman's Pleasance. Although limited paper copies are available, the need to update the plan at least once a year means that it is best kept in an electronic format.

This Management Plan is a public document and can be accessed via the internet. It is reviewed annually ahead of the submission of an application for Green Flag status and this review process offers the opportunity for reflection on success as well changes in direction necessitated by changing circumstances.

3. The Management Plan

This plan highlights existing key issues relating to the main management and maintenance elements of Emslie Horniman's Pleasance, identifying objectives accordingly. Actions have been laid out in conjunction with the objectives in order to make sure that the objectives are achieved.

The content and structure of the plan has been laid out in order to comply with the Green Flag criteria and 'A Guide to Producing Park and Green Space Management Plans' by CABI Space. The Green Flag criteria are laid along the left hand side of the table with the CABI Space guidelines to 'A Guide to Producing Park and Green Space Management Plans' along the top.

Linking policies and documents are covered in more depth in Appendix Six



3.1 A Welcoming Place

GOOD, SAFE AND EQUAL ACCESS TO ALL

Background/Issues: Where we are now?	Policy Context/ linking documents:	Objectives: Where we want to get to?	Actions: How will we get there?
<ul style="list-style-type: none"> • There are four entrances to the park. All entrances are suitable for wheelchair access however the cobbled areas of the park are in a poor condition. 	<ul style="list-style-type: none"> • Ten Year Parks Strategy 2006–2015. • Emslie Horniman’s Pleasance Public Consultation 2010. • Disability Discrimination Act 2005. • The R.B.K.C. Community Strategy 2005-2015. 	<ul style="list-style-type: none"> • To improve the visual appearance of the entrances to the park. • Improve the condition of the pathways to provide better access for wheelchairs and pushchairs. 	<ul style="list-style-type: none"> • New signage will be included as part of the Emslie Horniman’s Pleasance improvements Project. • The cobbles are due to be removed as part of the Project.

SIGNAGE AND INTERPRETATION

Background/ Issues: Where we are now?	Policy Context/ linking documents:	Objectives: Where we want to get to?	Actions: How will we get there?
<ul style="list-style-type: none"> • The park has an interesting history but there is currently no interpretation for this on site. • The current signage does not compliment the style of the park and could be more visually pleasing as well as informative. 	<ul style="list-style-type: none"> • Emslie Horniman’s Pleasance Public Consultation 2010 	<ul style="list-style-type: none"> • To have an appropriate amount of signage and interpretation on site. • Provide information in innovative and interesting ways. • Use the Emslie Horniman’s Pleasance web page to compliment the information provided in the park. 	<ul style="list-style-type: none"> • Review signage and interpretation as part of the improvements project. • Provide interim solutions to ensure that core information is displayed on site in the meantime.

3.2 Healthy, Safe and Secure

The park is managed to provide a healthy, safe and secure atmosphere and environment for all those who visit the park and for those who work in it.

SAFE EQUIPMENT AND FACILITIES

Background/ Issues: Where we are now?	Policy Context/ linking documents:	Objectives: Where we want to get to?	Actions: How will we get there?
<ul style="list-style-type: none">•Daily safety inspections are carried out by the contractor on all play equipment and facilities within the park. If any equipment is found to require repair then it is reported to the Authorised Officer.•If equipment, furniture or facilities are not considered safe (i.e. broken or has sharp edges/ splinters, nails etc.) the Contractor shall fence off the item and report the defect to the Authorised Officer.	<ul style="list-style-type: none">•The RBKC Grounds Maintenance Contract Specification.•Service Level Agreement with Property Services.	<ul style="list-style-type: none">•To maintain a high level of equipment and facility inspection, and ensure that repairs are handled quickly and efficiently.	<ul style="list-style-type: none">• Contract /Park staff to continue to report any repairs to the workbook.



DOG FOULING, FIGHTING AND DAMAGE TO TREES

Background/ Issues: Where we are now?	Policy Context/ linking documents:	Objectives: Where we want to get to?	Actions: How will we get there?
<ul style="list-style-type: none"> • Dog fouling is an issue in the park. • The Park suffers very little from dog damage to trees and play equipment. 	<ul style="list-style-type: none"> • The Clean Neighbourhoods and Environment Act 2005 • The Dog Control Orders Regulations 2006 	<ul style="list-style-type: none"> • To provide a cleaner and safer park free from dog fouling. • To encourage dog owners or carers to take more responsibility for their dogs, in turn creating a safer park. 	<ul style="list-style-type: none"> • Dog Control Orders replaced dog Byelaws in 2008. Dog handlers could be penalised if they: do not remove dog faeces, or do not place their dog on a lead when requested. • Maintain the condition of the park at a high standard to encourage community ownership and discourage ASB and dog fouling.

VISITOR SAFETY AND SECURITY

Parks Police

The Parks Police Service was established almost 20 years ago following a review of public safety in the Borough's parks and open spaces. The service consists of 12 full time Constables, 3 part-time Constables, 2 Sergeants and 1 Inspector. The Parks Police operate from 7am every day and finish at dusk; although this can vary if necessary to tackle any specific park related problems out of hours. Each of the borough's major parks (including Emslie Horniman's Pleasance) is visited at least once a day, and calls from members of the public are also responded to.

The Parks Police adopt a 'Safer Parks Team' approach; identifying the underlying cause of any problem and then adopting a problem solving solution to stop it re-occurring. This means working very closely with the Met Police Safer Neighbourhoods Teams, the Council's community safety team and a wide range of public sector partners and community groups.

Although council employees, the Parks Police have powers of arrest within the parks and are responsible for enforcing the many, and sometimes obscure, byelaws which ensure the parks remain safe places to visit.



Parks Police officers work 'annualised' hours – longer in the summer, shorter in the winter – which reflects the public's use of the parks and ensures they have as many people on duty as needed at peak times.

The Parks Police are available via their office in Holland Park (020 7938 8190) or on the team's shared mobile (07973 123 066), both numbers are displayed throughout the park.

The Parks Police Service Delivery Plan and Quarterly Report, detailing the number and type of incidents being tackled by the Parks Police is available at www.rbkc.gov.uk/parkspolice.

Community Safety

The Council's Community Safety Team, Parks Police, Met police and partners together make up the Community Safety Partnership; working together to reduce crime, antisocial behaviour and increase feelings of safety among residents, businesses and visitors.

The Community Safety newsletter 'Safe', published on the RBKC website, allows residents to find out more about the Community Safety Partnership and what is being done to tackle crime and antisocial behaviour in the borough. More information on the Community Safety partnership and the work of the Council's Community Safety Team can be found at www.rbkc.gov.uk/communitysafety.

3.3 Clean and Well Maintained

The park is managed to provide a clean and well-maintained litter free environment. Any graffiti or vandalism is always dealt with quickly and efficiently.

The grounds maintenance contract has specific guidelines regarding the cleaning and maintenance of sites and equipment.

Monitoring

The park is monitored jointly by the Council's Grounds Maintenance Contract Manager and the contractor's Area Supervisor on a weekly basis. The park is monitored from a visitor perspective (Appendix One) and the criteria are based on the Green Flag Award key criteria (Appendix Three).

Inspections

Inspection of facilities is carried out at the following frequencies:

Furniture: Is visually inspected daily by the park keeper. Minor repairs are carried out by the contractor, all other damage and defects are reported to the Council's Contract Manager for action.

Paths and hard surfaces, buildings, fences, railings, walls, boundaries and drains are all inspected daily for damage or graffiti. Any damage is reported to the Council's Contract Manager.

Damage and defects

Maintenance issues identified by council or contractors staff are reported to the Parks Administrator. The issues are logged on a database and actions for repair or replacement are assigned by the Council's Contract Manager. Repairs are carried out by either the grounds maintenance contractors, building contractors, the Council's facilities management team or, in the case of playground repairs, the play equipment manufacturer.

Graffiti

In accordance with the contract specification Graffiti shall be removed immediately on discovery using an approved graffiti remover. Graffiti absorbed into brickwork, on stone or unpainted woodwork is referred to the Council's Contract Manager for consideration by the responsible Graffiti Management team within the Council.

LITTER AND WASTE MANAGEMENT

Background/ Issues: Where we are now?	Policy Context/ linking documents:	Objectives: Where we want to get to?	Actions: How will we get there?
<ul style="list-style-type: none"> •In accordance with the specification all litterbins are emptied by 10am daily. In the summer months when the park is used heavily it is necessary to empty the bins more than once. 	<ul style="list-style-type: none"> •The RBKC Grounds Maintenance Contract Specification. 	<ul style="list-style-type: none"> •To keep the park clean and presentable all year round. 	<ul style="list-style-type: none"> •The Park Keeper and Grounds maintenance Contracts Manager are to continue with their regular checks and continuous monitoring that the park is kept clean.

The Grounds Maintenance Contract Specification sets out the following standards for the removal of litter from Emslie Horniman's Pleasance:

- Litter bins are emptied at least once per day and as necessary after that.
- The first emptying of litterbins shall be completed by 10am.
- Litter shall be cleared from all hedges, plant beds, herbaceous borders, pathways, hard surfaces, shrub beds and tree bases at least once per day.

This is monitored by the Council's Grounds Maintenance Contract Manager. (See Appendix One for copy of monitoring sheet).

Once litter is collected, it is removed from site by the cleansing team and brought back to Holland Park where SITA, the borough's waste management contractor, collect it.

GROUNDS MAINTENANCE AND HORTICULTURE

Background/ Issues: Where we are now?	Policy Context/ linking documents:	Objectives: Where we want to get to?	Actions: How will we get there?
<ul style="list-style-type: none"> •The park is maintained to a very high standard. A strict Grounds Maintenance Contract Specification must be adhered to. •Annual bedding schemes are continually being re- worked in partnership with client council officers and site based contractor management team with consideration to horticultural improvement and climate change. 	<ul style="list-style-type: none"> •The RBKC Ten-year Parks Strategy 2006-2015 •The RBKC Grounds Maintenance Contract Specification. 	<ul style="list-style-type: none"> •The park should be landscaped in such a way that it is accessible to all but also displays horticultural excellence, with a wider use of herbaceous plants and perennials and reduced dependence on annuals. 	<ul style="list-style-type: none"> • Client Council officers and contractor staff should continue to work together on improving the bedding schemes, drought tolerant plants should be considered for summer bedding.

Bedding Schedules

On two occasions per year the Contractors strip and prepare the beds, supply plants and replant to plans approved by the Grounds Maintenance Contract Manager. The summer bedding operation normally begins in week No.20 and is completed by the end of week No.25. The spring bedding operation normally begins at start of week No.38 and is completed by the end of week No.43.

General maintenance

Flower beds, shrub beds and hedges are cultivated at least once every two weeks; weeds and debris are removed and (in flower beds) plants dead headed to leave a neat, tidy and level finish.



MAINTENANCE OF BUILDINGS

Background/Issues: Where we are now?	Policy Context/ linking documents	Objectives: Where we want to get to?	Actions: How will we get there?
<p>There are currently three buildings in Emslie Horniman's Pleasance; one houses the ladies toilets and cafe kiosk, another the changing rooms for the MUGA and the third a men's toilet and staff office.</p> <p><u>Contractors responsibilities:</u></p> <p>Keep all buildings in a clean, neat, tidy, safe and secure condition.</p> <ul style="list-style-type: none"> •All buildings shall be checked daily for any defects and graffiti and all litter and debris shall be removed. Defects shall be reported to the Authorised Officer. Any graffiti shall be removed immediately on discovery. •Cleaning of toilets and changing rooms as detailed in the GM contract specification. <p><u>Council responsibilities:</u></p> <p>Maintenance issues identified by council or contractors staff are reported to the Parks Administrator. The issues are logged on a database and actions for repair or replacement are assigned by the council's Property Services team.</p> <ul style="list-style-type: none"> •The current buildings are in a poor state. They are cleaned regularly by the grounds maintenance contractor, however, the buildings are in need of updating or replacement. 	<ul style="list-style-type: none"> • GM Contract Specification •Emslie Horniman's Pleasance Public Consultation 2010. 	<ul style="list-style-type: none"> •To ensure that all buildings and infrastructure within the park are clean and well maintained, and that there is a quick response time to repairs needed. •To continue to provide quick and efficient removal of graffiti. •To refurbish or replace the current building as part of the improvements project. 	<ul style="list-style-type: none"> •Contract /Park staff to continue to report any repairs. Parks service to continue with programme of meetings with Property Services team in order to make process of repairs as efficient as possible. •The toilet and cafe kiosk buildings are due to be updated as part of the project and plans made for their eventual replacement. •Parks contractor staff are equipped to deal with most graffiti and should continue to wash it off if they are able. For graffiti that is either engrained on wood or a tarmac surface a sub-contractor "Graffiti solutions" should be contacted.

PLAYGROUND MAINTENANCE

Background/ Issues: Where we are now?	Policy Context/ linking documents:	Objectives: Where we want to get to?	Actions: How will we get there?
<p>The current playground is due to be replaced in 2012.</p> <p><u>Rate of inspections:</u></p> <ul style="list-style-type: none"> • The Park Keeper visually inspects equipment <u>daily</u> for any damage and defects. • A <u>monthly</u> inspection is carried out by an external play inspector (RSS). This inspection is more detailed. • <u>Ad hoc</u> inspections are carried out by RoSPA trained GM and contractors staff as and when necessary. <p><u>Repair works:</u></p> <p>Playground repairs are organised by the Parks Administrator and carried out by the manufacturer . All repairs are recorded on a database.</p>		<ul style="list-style-type: none"> • Replace the current playground and make the most use of the space. • To ensure that all equipment in the park is maintained to a high standard. 	<ul style="list-style-type: none"> • Continue to monitor equipment daily and reports any defects and wear and tear to the parks administrator. • Once the new playground is in place then continue to use the play equipment manufacturers to carry out repairs to equipment. • Continue to have repairs carried out as quickly as possible to discourage anti-social behaviour in the park. • Consider providing on-line reporting forms for playground repairs so that members of the public can easily report defects/ problems with play equipment as they arise.

PATHS AND HARD SURFACES

Background/ Issues: Where we are now?	Policy Context/ linking documents:	Objectives: Where we want to get to?	Actions: How will we get there?
<ul style="list-style-type: none"> • Paths and hard surfaces are maintained in a clean, safe and serviceable condition at all times. 	<ul style="list-style-type: none"> • The RBKC. Grounds Maintenance Contract Specification. 	<ul style="list-style-type: none"> • To keep the park clean and presentable all year round. 	<ul style="list-style-type: none"> • The Park Keepers and Grounds Maintenance Contracts Manager are to continue with their regular checks and continuous monitoring that the site is kept clean.

A mechanical ride-on sweeper is used on paths and hard surfaces once per week. Using a mechanical sweeper has the added benefit of discouraging weed growth on paths without the use of herbicides.

FURNITURE

For the purposes of this document the term "Furniture" is to include, seats and benches, picnic tables, litterbins, signs, signposts and signboards, drinking fountains and bollards.

Background/ Issues: Where we are now?	Policy Context/ linking documents:	Objectives: Where we want to get to?	Actions: How will we get there?
<ul style="list-style-type: none"> • The contractor maintains park furniture through daily checks. • Wooden furniture is painted once per year. • Signage is cleaned at least quarterly and as necessary in between. • The contractor carries out minor repairs to park furniture. 	<ul style="list-style-type: none"> • The RBKC. Grounds Maintenance Contract Specification. 	<ul style="list-style-type: none"> • To keep all furniture clean, structurally safe, graffiti free and in good repair all year round. 	<ul style="list-style-type: none"> • The Park Keepers and Grounds Maintenance Contracts Manager are to continue with their regular checks and continuous monitoring that the site is kept clean. • To continue to report defects promptly and carry out repairs as quickly as possible and to a high standard.

EQUIPMENT MAINTENANCE

Background/ Issues: Where we are now?	Policy Context/ linking documents:	Objectives: Where we want to get to?	Actions: How will we get there?
<ul style="list-style-type: none"> •In accordance with the contractor's Health and Safety policy all staff are appropriately trained with the equipment they use. The equipment is regularly serviced and when not being used is stored away in the contractor's yard. 	<ul style="list-style-type: none"> •The RBKC Grounds Maintenance Contract Specification. 	<ul style="list-style-type: none"> •To ensure that all equipment in the park is maintained to a high standard. 	<ul style="list-style-type: none"> •Contractor/Parks staff are to continue to monitor equipment to make sure that it is safe to use and must be fully aware of the health and safety conditions in which to use the equipment.

3.4 Sustainability

The park is managed to maintain sustainable development through the recycling of green waste and careful consideration of bedding plants.

Green Waste

Included in the Grounds Maintenance Contract as part of the on-going programme of sustainability, all green waste is brought back to Holland Park to be recycled in the composting area and used around the borough's parks and open spaces.

Commercial Waste

Waste generated by visitors is usually placed in the bins. However, this waste is mixed and may contain sharps, needles and dog faeces and would present a risk to parks staff if they were asked to separate it for recycling. As a result, this waste and other litter is transported to Holland Park by the cleansing team to be collected by the borough's waste management contractor, SITA.

Sustainable Procurement

This is achieved in the following ways:

- Parks benches are purchased from J and J Learmonths and are made from sustainably sourced wood in accordance with their environmental policy.
- Compost is peat free where possible. Where peat is used it is from sustainable sources (see Appendix Two for William Sinclair Environmental Policy).
- Paper use: This management plan is distributed electronically and only available in printed format upon request, where using an electronic copy is not an option. Publications relating to the park are only printed if necessary but are all available online.



ENVIRONMENTAL SUSTAINABILITY

Background/ Issues: Where we are now?	Policy Context/ linking documents:	Objectives: Where we want to get to?	Actions: How will we get there?
<ul style="list-style-type: none"> The Royal Borough is committed to managing all of its parks, including Emslie Horniman's Pleasance, in an environmentally sustainable manner. However, improvements can and are always being made. 	<ul style="list-style-type: none"> The RBKC Environment Strategy 2006-2011. The RBKC Ten-year Parks Strategy 2006-2015 The RBKC Local Biodiversity Action Plan 	<ul style="list-style-type: none"> To ensure that the Park is managed to protect and enhance biodiversity and to improve sustainable practices. 	<ul style="list-style-type: none"> By closely following the Environment Strategy 2006-2011 and following guidelines set out below. Quadron Services, our Grounds Maintenance Contractor, will be aiming to gain ISO 14001

PESTICIDES

Currently only Glyphosate is used on this site. The use of this herbicide is strictly controlled and only used if sweeping and hand weeding is unsuccessful.

Background/ Issues: Where we are now?	Policy Context/ linking documents:	Objectives: Where we want to get to?	Actions: How will we get there?
<ul style="list-style-type: none"> The use of pesticides and chemicals in the park is kept to a minimum in the park. 	<ul style="list-style-type: none"> The RBKC Ten-year Parks Strategy 2006-2015 The Environment Strategy 2006-2011. 	<ul style="list-style-type: none"> To use little or no pesticides and use organic alternatives if appropriate. 	<ul style="list-style-type: none"> For the Grounds Maintenance Contract Manager to continue to research organic alternatives to chemicals and pesticides. Continue to use organic alternatives such as Garlic Barrier to ward off pests, and Savona, made from fatty acids, used to treat white-fly.

PEAT USE

Background/ Issues: Where we are now?	Policy Context/ linking documents:	Objectives: Where we want to get to?	Actions: How will we get there?
<ul style="list-style-type: none"> • Peat is not used in the park where possible. Recycled mushroom compost is used in the spring to aid water retention. It is not used in the winter, as it is too rich for the bulbs. 	<ul style="list-style-type: none"> • The RBKC Ten-year Parks Strategy 2006-2015 • The RBKC Environment Strategy 2006-2011. 	<ul style="list-style-type: none"> • To keep Emslie Horniman's Pleasance, along with all the Borough's Parks, as peat free as possible. 	<ul style="list-style-type: none"> • To maintain our policy of not using peat where possible in this park and other parks within the Royal Borough and to continue with the use of Mushroom compost in the spring.

WASTE MINIMISATION

Background/ Issues: Where we are now?	Policy Context/ linking documents:	Objectives: Where we want to get to?	Actions: How will we get there?
<ul style="list-style-type: none"> • All green waste in the park is collected and taken to Holland Park to be composted. Once mulched down it is then redistributed around the park. 	<ul style="list-style-type: none"> • The RBKC Ten-year Parks Strategy 2006-2015 • The RBKC Environment Strategy 2006-2011 	<ul style="list-style-type: none"> • To continue to recycle 100 per cent of green waste in the park. 	<ul style="list-style-type: none"> • To continue to recycle leaves and green waste and re-use for mulch. • To consider ways of reducing our Carbon Footprint.

ARBORICULTURE AND WOODLAND MANAGEMENT

The parks service purchased ezytreev software in spring 2010. This allows for more effective and accurate monitoring of parks trees with capability for on-site tree data collection, tree data management and ordering of tree works with an integrated digital mapping system.

Emslie Horniman's Pleasance contains the following tree species:
(Native species highlighted yellow)

SPECIES	COMMON NAME
<i>Acer platanoides</i>	Norway Maple
<i>Fagus sylvatica</i> 'Dawyck'	Dawyck Beech
<i>Prunus avium</i>	Wild Cherry
<i>Acer pseudoplatanus</i>	Sycamore
<i>Acer campestre</i>	Field Maple
<i>Malus</i> spp.	Apple spp
<i>Salix caprea</i>	Goat Willow
<i>Sorbus aria</i>	Whitebeam
<i>Populus nigra</i> 'Italica'	Lombardy Poplar
<i>Ilex aquifolium</i>	Common Holly
<i>Fraxinus excelsior</i>	Common Ash
<i>Prunus</i> spp.	Cherry spp
<i>Prunus padus</i>	Bird Cherry



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Ordnance Survey 100021668

ARBORICULTURE AND WOODLAND MANAGEMENT Cont.

Background/ Issues: Where we are now?	Policy Context/ linking documents:	Objectives: Where we want to get to?	Actions: How will we get there?
<ul style="list-style-type: none"> •There is no woodland in the park, however, the trees are monitored and pruned in accordance with the Grounds maintenance specification. Any major works are carried out as and when is considered necessary by the Grounds Maintenance Contracts manager. •In 2011 a tree survey was carried out on all of the borough's park trees. 	<ul style="list-style-type: none"> •The RBKC Grounds Maintenance Contract Specification. 	<ul style="list-style-type: none"> •To inspect all the trees throughout the park every three years. 	<ul style="list-style-type: none"> •The Grounds Maintenance Contract Manager to implement action on this, and consider drawing up a scheduled time-table.

Using data from Ezytreev, the summary of the tree species within the Royal Borough's Parks shows that there are a number of native tree species that are not represented. It is also apparent that there are high numbers of some more invasive species (false acacia, sycamore, ash).

When planting new trees / shrubs preference should be given to native species that are underrepresented in the borough's parks (e.g. sessile oak, buckthorn). Consideration should also be given to balancing the parks 'portfolio' of tree species with a view to reducing risk exposure in terms of future disease / climate change risk.

Native trees are an important part of our flora and support a diverse range of native biodiversity. The predominant important associations are with invertebrates. For example: Large tortoise shell with the Wych Elm; Brimstone butterfly and Buckthorn; Purple emperor and goat willow. These butterfly / tree associations are important at the egg and larval stages for the butterflies. There are also numerous general association with bird species. To improve the biodiversity potential of the parks an emphasis should be put on planting more native tree species to ensure that the suite of species native to South East England is well represented.

3.5 Conservation and Heritage

ECOLOGICAL ENHANCEMENT

Sites Description

Grid Reference: TQ 243 822

Area: 1.37 ha

Planning Status: Site of Nature Conservation Importance – Local

Major habitats: Amenity grassland, scattered trees, planted shrubbery, bare artificial habitat, standing water, Figure 4.

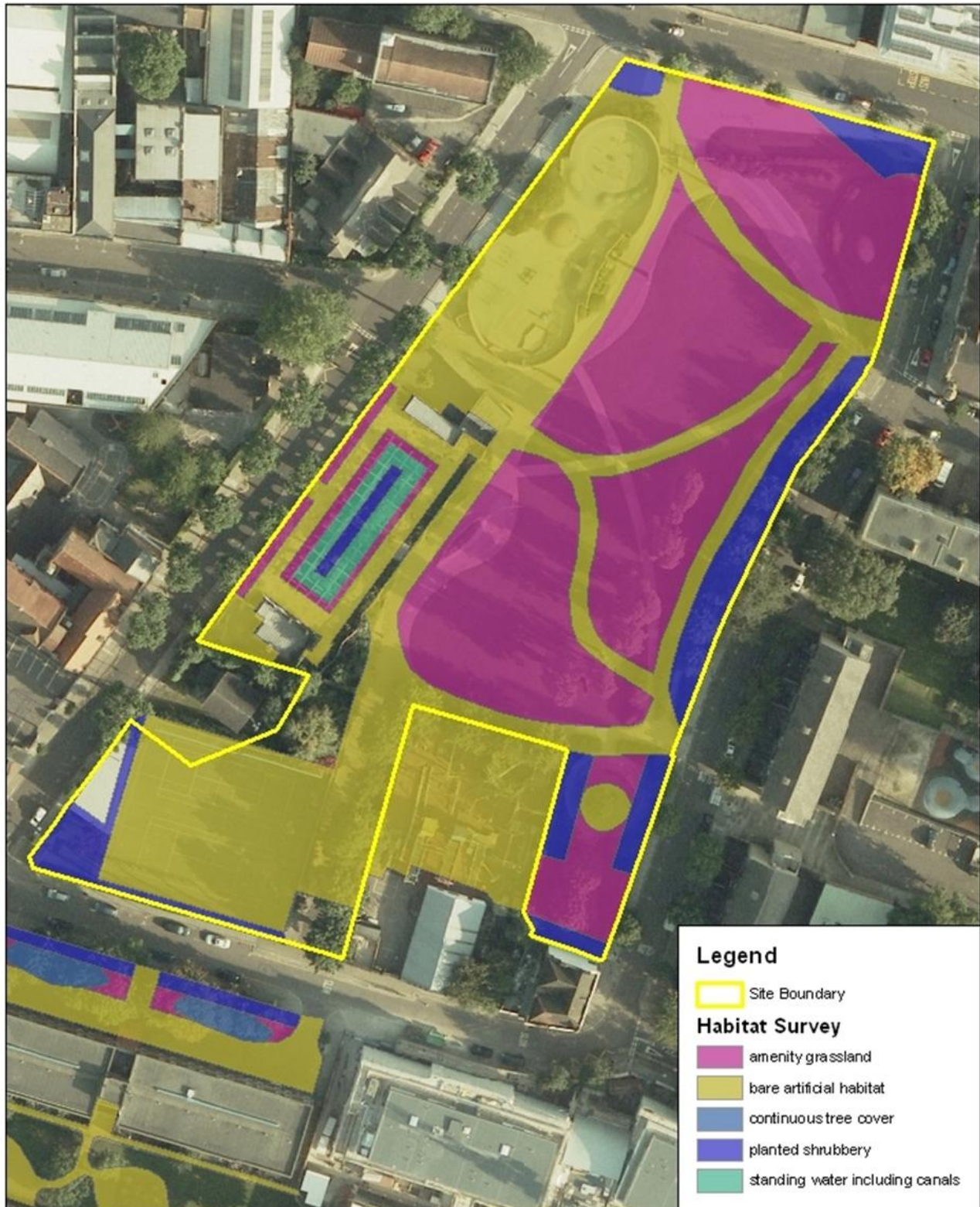
Justification for designation: A relatively large open space in densely built up area that provides a partial link between the Grand Union Canal and Western Mainline Railway green corridors.

Description: A public park remodelled three years ago and now comprising a children's play area, large central area of amenity grassland, planted shrubbery, a quiet garden with herbs, seating and sculpture, and a rectangular water garden. The water garden included a concrete lined pond planted white water lily and attracting brown hawker and abundant water boatmen.

The following protected species have been recorded within 100m of the site:

	COMMON NAME	PROTECTED STATUS
Bird	Common Starling	BAP Priority London
	Hedge Accentor	BAP Priority London
	Herring Gull	BAP Priority London
	House Sparrow	BAP Priority London; BAP Priority National
Terrestrial mammal	Pipistrellus Bat	BAP Priority London; Cons Regs 1994 Sch2; W&CA Act Sch5 Sec 9.4a; W&CA Act Sch5 Sec 9.4b; W&CA Act Sch5 Sec 9.5a; W&CA Act Sch5 Sec 9.5b; W&CA Sch 5 Sec 9.1

Emslie Horniman Pleasance (2002 Ecological Survey)



Title: Emslie Horniman Pleasance



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The Royal Borough of Kensington and Chelsea
1000276165 (2017)

Ref: Emslie eool
Date: 21/07/2010
Author: S. Laing
Status: Draft

Biology Service
The Royal Borough of Kensington and Chelsea
Rolford Park
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Figure 4 Emslie Horniman Pleasance, 2002 habitat survey

Ecological Enhancements

Biodiversity is a term which simply means 'the variety of life'. In order to ensure increase the biodiversity potential of Emslie Horniman Pleasance, we need to provide a whole range of habitats and microhabitats. This is done by encouraging high plant diversity, providing a variety of microhabitats and retaining 'waste' products such as dead wood on site.

Bird Boxes: **Delivered**

The following bird boxes should be erected in mature trees and / or on building within the park, as directed by the Authorised Officer.

Nest box type	Species	Number of boxes
Std. 28mm Nestboxes	Blue Tit / Great Tit other small birds	2
Std. 32mm Nestboxes	Blue Tit / Great Tit other small birds	2
Std. 25mm Nestboxes	Blue Tit / Great Tit other small birds	2
Double small hole-entrance	House Sparrow	4
Medium hole-entrance	European Starling, Great Spotted Woodpecker	2
Small open-fronted	European Robin, Winter Wren and Pied Wagtail	2

Boxes for tits, sparrows or starlings should be fixed two to four metres up a tree or a wall. Unless there are trees or buildings which shade the box during the day, face the box between north and east, thus avoiding strong sunlight and the wettest winds. Make sure that the birds have a clear flight path to the nest without any clutter directly in front of the entrance. Tilt the box forward slightly so that any driving rain will hit the roof and bounce clear.

Open-fronted boxes for robins and wrens need to be low down, below 2m, well hidden in vegetation.

Woodpecker boxes need to be 3-5m high on a tree trunk with a clear flight path and away from disturbance.

Wildflower Meadow

0.1ha wildflower meadow should be established, as indicated in Figure 5

Planting

The area should be prepared in late summer by heavily rotovating and raking, in preparation for sowing in autumn.

The following seed should be mixture and bulked up with an inert carrier (i.e. sand) added and broadcast onto the prepared ground:

200g of Cornfield annuals mix:
Corn Cockle (*Agrostemma githago*), Corn Chamomile (*Anthemis arvensis*),
Cornflower (*Centaurea cyanus*), Corn Marigold

(*Chrysanthemum segetum* - (*Glebionis segetum*)), Common Poppy (*Papaver rhoeas*)

This is sown as a nurse mixture for the following species mixes.

100g of Yellow Rattle (*Rhinanthus minor*)

Yellow rattle is an annual root-hemiparasite. It parasitizes the roots of a wide range of meadow plants especially grasses and legumes which is beneficial in suppressing the vigorous growth of amenity grass species.

200g Clay soil mix:

Yarrow (*Achillea millefolium*), Common Knapweed (*Centaurea nigra*), Lady's Bedstraw (*Galium verum*), Oxeye Daisy (*Leucanthemum vulgare*), Birdsfoot Trefoil (*Lotus corniculatus*), Ragged Robin (*Lychnis flos-cuculi* - (*Silene flos-cuculi*)), Ribwort Plantain (*Plantago lanceolata*), Cowslip (*Primula veris*), Selfheal (*Prunella vulgaris*), Meadow Buttercup (*Ranunculus acris*), Common Sorrel (*Rumex acetosa*), Pepper Saxifrage (*Silene silaus*), Betony (*Stachys officinalis* - (*Betonica officinalis*)), Wild Red Clover (*Trifolium pratense*)

Management

First Year

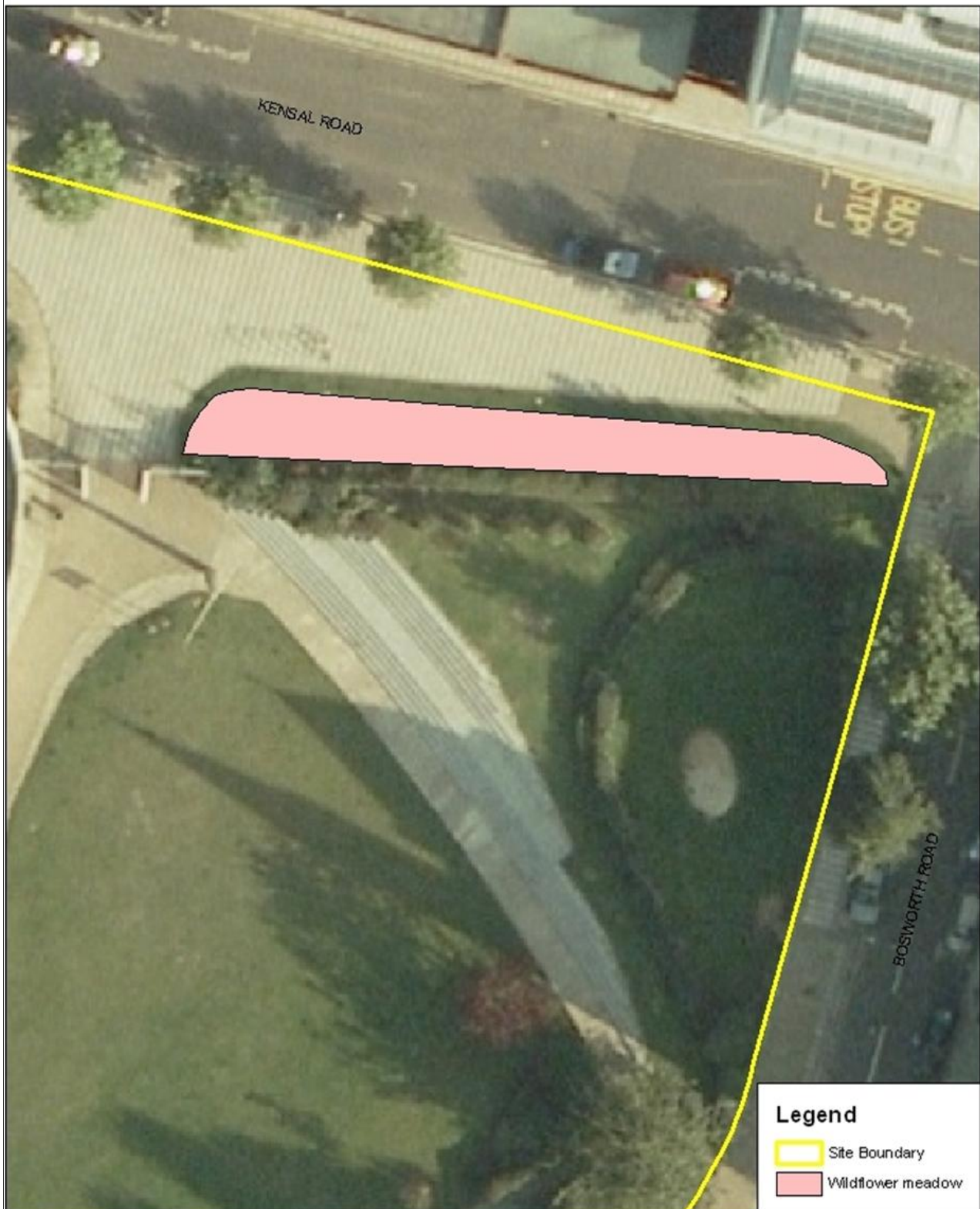
Cut in midsummer, after sowing in autumn, as the cornfield annuals will suppress annual weed growth and give shelter to the under-sown perennial meadow species but will compromise the main sowing if left uncut for too long. With the exception of yellow rattle most of the sown meadow species are perennial and will be slow to germinate, grow and flower, particularly against the competition from established grasses.

Control any perennial weeds such as docks or thistles, by removing.

Management once established

The wildflower meadow should be cut in early spring and after flowering in summer using scythes, before the Notting Hill Carnival. The arisings should be removed after allowing them to stand on the ground for 2 days. This allows seed to fall to the ground before arisings are taken away.

Emslie Horniman Pleasance (Wildflower meadow)



Title: Emslie Horniman Pleasance



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The Royal Borough of Kensington and Chelsea
1000276168 (2010)

Ref: Emslie Pleasance
Date: 21/07/2010
Author: S. Laing
Status: Draft

Biology Service
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Figure 5: Locality of wildflower meadow

Voysey Garden Pond

To prevent algal bloom the pond must be treated extract of barley straw from late February to early November, as directed by the Authorised Officer. Using the current supplier, a monthly treatment of 0.5 litres should be added to the pond. The product should be applied as widely as possible over the surface of the pond. For instance, by diluting the product with some of the pond water in a watering can and then walking around the margins of the pond applying as you go. This gives a good spread, particularly in the shallower water where algae growth tends to be most prolific.

In the event that the treatment commences after algal growth has commenced then the following treatment programme should be followed:

Day 1	1 litre
Day 14	1 litre
Day 28	1 litre
Thereafter monthly	0.5 litre

All litter and debris shall be removed at least once daily.

The water level shall be maintained at the level advised by the Authorised Officer.

Invasive pondweed, e.g., blanket weed, shall be removed manually in late July onwards to minimise the impact of tadpoles, unless instructed by the Authorised Officer. Material must be left on the side of the pond for 24 hours to allow invertebrates to escape, and then removed for composting.

Care should be taken to avoid disturbing pond life.

Any alien species (fish, terrapins) should be removed.

Loggery

Deadwood should remain on site, preferably as logs which are left to decay or hidden within existing flower beds.

Lighting

Park lighting should be reduced or turned off when the park is closed to reduce light pollution and encourage foraging bats.

CONSERVATION OF BUILDINGS AND STRUCTURES

The Voysey Garden shelters and walls are Grade II listed; meaning that it is nationally important and of special interest. Any improvements to the area must take this into consideration in order to balance the site's historic significance against other issues such as its function, condition or viability.



In 2011 the Voysey garden was replanted to mark 100 years since Emslie Horniman met with the London County Council to offer the space as a public park.

3.6 Community Involvement

THE VISITOR PERSPECTIVE

Residents' Panel:

The Royal Borough of Kensington and Chelsea has established a Residents' Panel, as a cost effective means of handling the growing number of consultation surveys undertaken by the Council. The Panel is surveyed four times a year.

The Panel has an ongoing process of recruitment. This is intended to replace members who leave the Panel, for example members who no longer wish to participate or who move out of the Royal Borough. Panel members who do not return questionnaires on two or more consecutive occasions are also replaced, in order to maintain the cost effectiveness of running the Panel.

Residents' Panel members stay on the Panel for a maximum of two years. This is because Panel members become more knowledgeable about the way in which the Council works, and therefore cease to be representative of the population as a whole. Recruiting new members to the Panel also enables more members of the public to have the opportunity to take part. The number of Panel members currently stands at 1121.

The following information was taken from the results of the 2011 survey:

- The most popular reason why people visit the park is 'walking/general exercise'. This is closely followed by 'seeing wildlife or nature'.
- 74% of people who responded were satisfied or very satisfied with the borough's parks and open spaces.

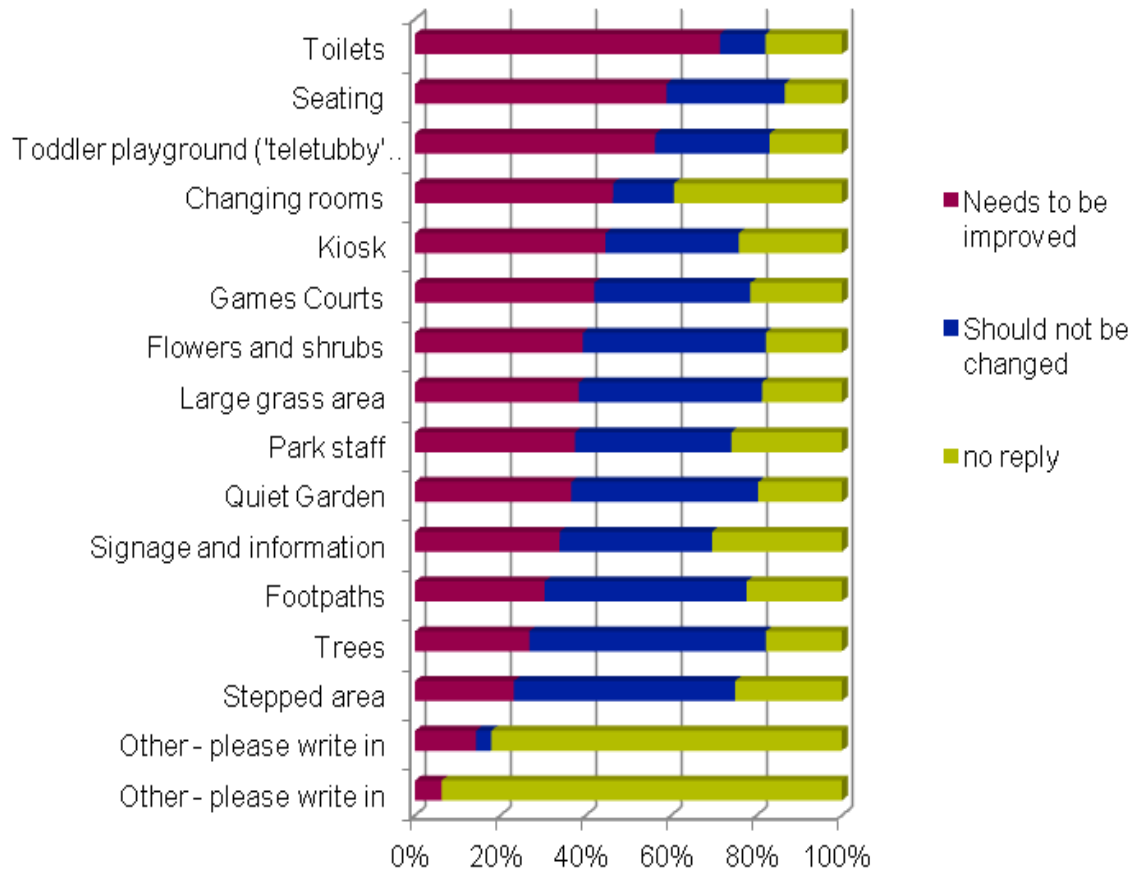
Consultation:

During October and November 2010, the Research and Consultation team ran a consultation about improvements to Emslie Horniman's Pleasance, in line with the borough's 10 year Park Strategy. The aim of the consultation was to find out what people loved about their park, and what their priorities and suggestions for improvement were. As with all the Parks Strategy consultations, this was run as a 'blank page' exercise - there are currently no firm plans on which to consult so we were gathering evidence to base plans on in future.

4000 households and businesses closest to the park were contacted. In addition, two afternoons, one at the weekend, were spent in the park for people to provide their views. Parents from Middle Row School, the school council at St Thomas' school and the Head of the Stephenson School were also consulted, as were young people and staff at the Golborne Youth Centre and Horniman's Adventure playground. Parks Police and Quadron staff were also asked for their views on how the park could be improved. The Council's Children's Forum also had a workshop session looking at the park and the playground in detail. The Golborne Forum gave suggestions for improvements at a board meeting.

Priorities for improvement (based on the results of the consultation) can be seen below:

Priorities for improvement from survey



Mystery Shopping:

In 2011 a mystery shopping resident review was carried out on the borough's major parks, including Emslie Horniman's Pleasance. The parks were mystery shopped to the Green Flag Award Criteria. Out of four individual visits to Emslie Horniman's Pleasance, four of the visitors were satisfied with the overall experience of visiting the park.

APPROPRIATE PROVISION FOR THE COMMUNITY

Sports Development

The Sports Development Team is responsible for the development of sport and physical activity within the Borough, working with local and national organisations and offer a wide variety of sporting and physical activities opportunities to residents.

The Team's strategic document is the Borough's Sport and Physical Activity Policy 2010 – 2016 with the health and well-being benefits of taking part in sport and physical activity being the key driver.

Aims and Objectives:

- Increase participation in sport and physical activity for all. In particular we develop sport and physical activity opportunities in priority areas and with groups within the Borough who have lower participation rates and have poorer health outcomes.
- Increase the number of volunteers, coaches and officials with National Governing Body Awards.
- Provide advice and support to voluntary organisations.
- Promote and encourage active and healthy lifestyles.

Sports Facilities

The Multi-Use-Games area is used for a variety of sports including football and tennis. The facility is managed by Quadron Services and can be booked through Holland Park Reception in person, by telephone (020 7602 2226) or by emailing sportsbooking@rbkc.gov.uk. Information about sports facilities in the boroughs parks is available at www.rbkc.gov.uk.

Quadron Services Ltd operates a tennis coaching scheme in the borough and Emslie Horniman's Pleasance has two registered tennis coaches.

Play Facilities

The children's playground are located in the north east and north west corners of the park. The toddlers' playground is due to be refurbished in spring 2012. The older children's playground was installed as part of the Play Pathfinder project and contains equipment suitable and accessible for disabled users.

3.7 Marketing

The park is marketed through a variety of leaflets and on the Internet to publicise the park and the facilities it offers.

Website

The borough's website is utilised as much as possible with the park having its own web page. This page contains general information about the site as well as information on the history of the site, a map showing its location, directional information, photographs and news and updates on any works or developments that are due to take place.

Social media

Social networking sites such as [Twitter](#) and [Facebook](#) allow the parks service to reach a new audience. Tweets/ updates include information about events, interesting facts, improvement works, park closures and awards. [Flickr](#), the image sharing website, is also used to publish photos of parks and parks related activities. Each of the social networking sites is linked to the other so that updates are simultaneous.

Branding

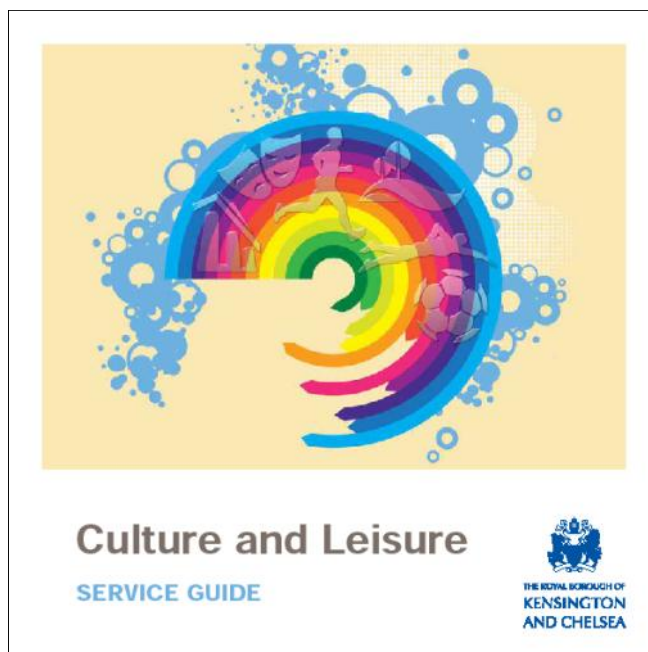
The Royal Borough has a distinctive brand and this is evident on all park signage, posters and park keeper uniforms. Having this branding in place ensures that visitors to the park know what standard to expect and who to report any comments to.

Leaflets and guides

Very few leaflets are produced for Emslie Horniman's Pleasance, only for events such as bird walks and open day events. The borough's Leisure and Culture guide contains information about the site and is available to all residents.

Press

The 'Royal Borough' a free paper produced by the Royal Borough is distributed to every resident and is used by the Parks Team to promote its parks and open spaces. As well as this there are several local newspapers which often publish articles about the borough's parks and open spaces.



APPROPRIATE PUBLICITY

Background/ Issues: Where we are now?	Policy Context/ linking documents:	Objectives: Where we want to get to?	Actions: How will we get there?
The park is advertised through social networking, local and borough-run newspapers and through the parks website.		Have clear and appropriate publicity for the park	A review of the website is due to begin in January 2012. The updated website will have clear and more easily accessible information as well as more interactive aspects to encourage visits to the park.

PROVISION OF APPROPRIATE INFORMATION

Background/ Issues: Where we are now?	Policy Context/ linking documents:	Objectives: Where we want to get to?	Actions: How will we get there?
<p>There is currently no notice board on site. Project updates are posted on gates and fences.</p> <p>The current signage in the park is poor and in need of replacement.</p>		Have clear and appropriate information in the park that is backed up by the website.	<p>A notice board should be installed in the park to allow for project updates and general park information.</p> <p>Signage is being reviewed as part of the improvements project.</p>

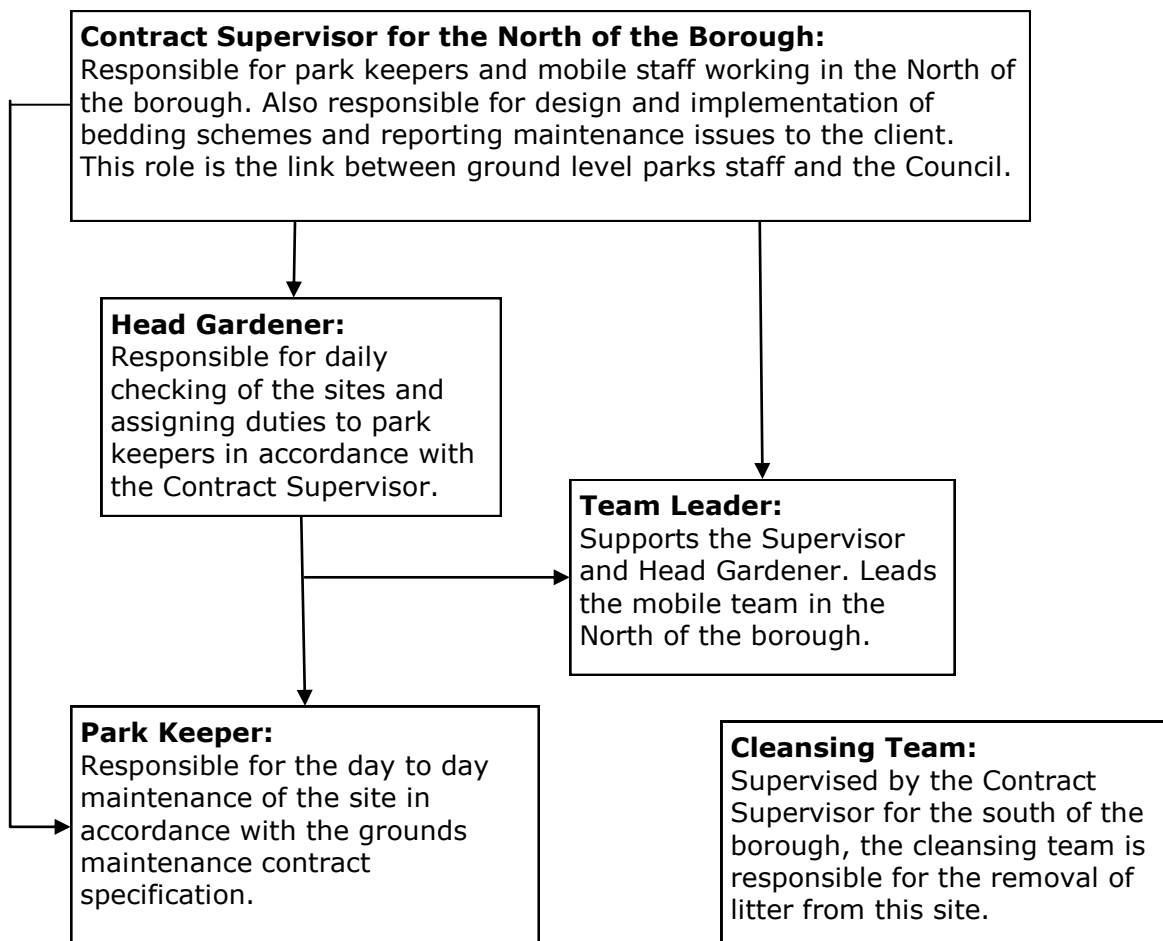
3.8 Management

The Park is managed in accordance with the guidelines set out above. As stated previously this is the first management plan of its kind for Emslie Horniman's Pleasance and the belief is that the site will benefit from having it in place.

Management Structure:

The Council's Grounds Maintenance Contract Manager, based in Holland Park, is responsible for the running of the Council's parks through the grounds maintenance contract and reports directly to the Leisure Services Manager (Parks). The Council's Contract Manager is supported by the Contract Manager supplied by the Grounds Maintenance Contractors. Together they are responsible for the day to day running of the parks and open spaces as well as the maintenance of the sites.

Contractors staffing for Emslie Horniman's Pleasance:



IMPLEMENTATION OF THE MANAGEMENT PLAN

Background/ Issues: Where we are now?	Policy Context/ linking documents:	Objectives: Where we want to get to?	Actions: How will we get there?
<ul style="list-style-type: none"> • This is the first management plan that has been written for this Park. Over the next ten years all of the Borough's eight major parks will have management plans implemented. 	<ul style="list-style-type: none"> • The RBKC Ten-year Parks Strategy 2006-2015 • The RBKC Environment Strategy 2006-2011 • Green Spaces, Better Places: The Urban Green Spaces Task-force 2002. • Living Places: Cleaner, Safer, Greener ODPM 2002 • Green Flag Award Scheme Criteria 	<ul style="list-style-type: none"> • To have a well managed park capable of winning and maintaining Green Flag status. 	<ul style="list-style-type: none"> • By implementing and maintaining this management plan. • The management plan will be reviewed annually.

4. How will we know when we have arrived: The Action Plan

In order to provide park users with the best possible park it is essential that the above actions are adhered to in order to ensure that the objectives are achieved. Feedback from the Green Flag Award Scheme will also be used as a guide when reviewing the plan. The plan will be reflected upon annually, however, it will not be fully updated for ten years.

The Indicative Works Plan, over the next few pages, details the proposed time frame.

Action	Related GFA assessment criteria	Proposed Time-Table	Lead	Status
Remove cobbled path areas to improve access and maintenance.	<ul style="list-style-type: none"> •A Welcoming place •Clean and well maintained 		Leisure Services Manager (Parks)	
Install new signage in the park with provision for interpretation.	<ul style="list-style-type: none"> •A Welcoming Place •Marketing 		Leisure Services Development Officer	
Install new playground.	<ul style="list-style-type: none"> •A Welcoming Place •Clean and Well Maintained •Community Involvement 	Summer 2012	Project Manager	
Install new MUGA	<ul style="list-style-type: none"> •A Welcoming Place •Clean and Well Maintained •Community Involvement 	Summer 2012	Project Manager	
Refurbish cafe and toilets	<ul style="list-style-type: none"> •A Welcoming Place •Clean and Well Maintained •Community Involvement 	Summer 2012	Project Manager	
Install pump and filter system in the Voysey Garden pond	<ul style="list-style-type: none"> •Clean and Well Maintained 	Spring 2012	Grounds Maintenance Manager	
Install bird boxes around the site.	Conservation and Heritage	Summer 2011	Ecology Service Manager	Complete.

Appendix One: Parks Monitoring Sheet

Site:	3	2	1	
ITEMS TO BE CHECKED	G	O	R	SCORE
1 Were entrance signs visible announcing the site and did they provide contact details for complaints and praise?				0
2 Were entrances safe and accessible to people of differing abilities?				0
3 Were entrances and car parks clean, litter free and well maintained?				0
4 Were signs throughout the site of good quality, well maintained, and current?				0
5 Where provided, were notice boards displaying up to date, relevant information?				0
6 Were paths in good condition, clean, unobstructed and accessible to different abilities?				0
7 Were any staff on site easily identifiable to the public, knowledgeable and approachable?				0
8 Had any hazards been identified and made safe?				0
9 Were facilities such as toilets, cafés etc. clean, well maintained and open as advertised?				0
10 Were buildings, structures and features on the site in good condition?				0
11 Were walls, fences, steps and other infrastructure in good condition, and without graffiti?				0
12 Was all children's play equipment well maintained and clean?				0
13 Were benches, bins etc. well located, clean and in good condition?				0
14 Was safety equipment present and fit for purpose (if provided)?				0
15 Was lighting, CCTV and other security measures in good condition (where provided)?				0
16 Was there evidence of unacceptable littering?				0
17 Did litter bins appear to be emptied regularly?				0
18 Was dog and other animal fouling adequately controlled?				0
19 Were horticultural standards being maintained?				0
20 Do trees appear to be safe and in good condition?				0
21 Have features requiring or undergoing maintenance been made safe with appropriate signage?				0
22 Did you feel safe during your visit?				0
23 Was the site flying its Green Flag, and was the flag in good condition and recognisable?				0
24 Was the site displaying its Green Flag Award certificate?				0
25 Would you like to make any additional observations? Feedback from public? Feedback from park staff?	Final % score			#DIV/0!

	ISSUES and FEEDBACK	DATE RESOLVED
a		
b		
c		
d		
e		
f		

GREEN = looking good / fully provided / done ORANGE = needs attention at some point / partially provided / partially done RED = needs urgent attention / not being provided / not done

Appendix Two: William Sinclair Environmental Policy

Environmental Policy

William Sinclair Horticulture Ltd. recognises that its products and operations have an effect on the environment in a number of differing ways. The majority are advantageous, such as the greening of urban landscapes and the overall improvement of homes and gardens, but some are not. Sinclair is committed to continually strive to reduce these negative environmental impacts.

Therefore in conducting its business Sinclair will:

Meet or exceed all relevant environmental legal requirements.

Reduce the CO² emission from our operations per unit of output by:

- Reducing the average distance our raw materials travel by 10% between now and 2020.
 - Reducing the transport carbon emissions per unit of product by 10% between now and 2020.
- Reducing the carbon emissions per unit of production from our operations by 10% by 2020.

Actively promote peat alternatives. In 2010 we used 370,000m³ of peat alternatives and we intend to increase this to 600,000m³ by 2020 with 450,000m³ coming from recycled materials.

Regenerate worked-out peat fields in accordance with requirements identified in our planning consents. In many areas this will involve regeneration as wetland. Our current performance is to achieve 75% re-establishment of mire bio-diversity within 10 years of cessation of peat extraction, and we aim to improve on this.

Reduce, reuse or recycle wastes where economically possible, and dispose of any generated waste in accordance with best practice.

Paul Smith,
Technical Manager, with specific responsibility for overseeing environmental issues for William Sinclair Horticulture Ltd.
October 2010

Appendix Three: Green Flag Award Criteria

Green Flag Award® Assessment Criteria

Green Flag Award® applications are judged against eight key criteria. Where certain criteria are not met, applicants can provide justifications that may be taken into account. What's more, if management practice changes are in progress but not yet fully implemented, transitional phases will be acknowledged and viewed positively.

The judging criteria also considers the fact that each park/green space will offer different kinds of facilities, and will be managed and developed to varying opportunities and constraints. Innovation and the way facilities offered are tailored to the needs of the community will also be taken into account.

Eight key criteria

1. A welcoming place

When approaching or entering the park/green space, the overall impression for any member of the community - regardless of the purpose of their visit - should be positive and inviting. There should be:

- Good and safe access
- Good signage to and in the park/green space
- Equal access for all members of the community

2. Healthy, safe and secure

The park/green space must be a healthy, safe and secure place for all members of the community to use. Any issues that have come to light must be addressed in the management plan and implemented on the ground. New issues that arise must be addressed promptly and appropriately.

- Equipment and facilities must be safe to use
- It must be a secure place for all members of the community to use or traverse
- Dog fouling must be adequately addressed
- Health and safety policies should be in place, in practice and regularly reviewed
- Toilets, drinking water, first aid, public telephones and emergency equipment where relevant (e.g. life belts by water) should be available in or near the park/green space, and be clearly signposted.

3. Clean and well maintained

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

- Litter and other waste management
- The maintenance of grounds, buildings, equipment and other features
- A policy on litter, vandalism and maintenance should be in place, in practice and regularly reviewed.

4. Sustainability

Methods used in maintaining the park/green space and its facilities should be environmentally sound, relying on best practices available 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. Parks/green spaces should:

- Have an environmental policy or charter and management strategy in place, which is in practice and regularly reviewed
- Minimise and justify pesticide use
- Eliminate horticultural peat use
- Recycle waste plant material
- Demonstrate high horticultural and arboricultural standards
- Have energy conservation, pollution reduction, waste recycling, and resource conservation measures

5. Conservation and heritage

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

- Natural features, wildlife and fauna
- Landscapes
- Buildings and structural features
- These should serve their function well without placing undue pressure on the surrounding environment

6. Community involvement

The park/green space management should actively pursue the involvement of members of the community who represent as many park/green space user groups as possible. The following should be demonstrated:

- Knowledge of user community and levels and patterns of use
- Evidence of community involvement in management and/or developments and results achieved
- Appropriate levels of provision of recreational facilities for all sectors of the community

7. Marketing

- A marketing strategy should be in place, which is in practice and regularly reviewed
- There should be good provision of information to users, e.g. about management strategies, activities, features, ways to get involved
- The park/green space should be promoted as a community resource

8. Management

- A management plan or strategy should be in place which reflects the aspirations of Local Agenda 21
- This should clearly and adequately address all of the above criteria and any other relevant aspects of the park/green space's management
- The plan must be actively implemented and regularly reviewed
- A financially sound management of the park/green space must also be demonstrated

Appendix Four: Animal Guidance Notes

Nesting Birds

Nesting birds are protected under the Wildlife and Countryside Act 1981 and it is an offence to intentionally or recklessly:

- kill, injure or take any wild bird

- take, damage or destroy its nest whilst in use or being built (it is important to be aware that nest building starts from the moment the first twig is laid)

- take or destroy its eggs.

To ensure nesting birds are not disturbed

- Hedge maintenance or the cutting of scrubby vegetation should normally be undertaken from December to February inclusive.

- It should **not** be undertaken between March 1st and July 31st inclusive, unless there are immediate safety issues.

- August should also be avoided whenever possible.

- If it is necessary to undertake maintenance during the nesting season, the hedge or scrub should be checked thoroughly for nests.

- If nests are present, or you are in doubt, work must not proceed unless there is a safety issue.

- In all cases in the summer months, the most limited cut to achieve the objective should be undertaken.

Young Birds

It's common in spring and summer to find young birds sitting on the ground or hopping about without any sign of their parents.

This is perfectly normal, so there's no need to be worried. The parents are probably just away collecting food - or are hidden from view nearby, keeping a watchful eye.

The young of most familiar garden birds fledge once they are fully feathered, but before they're able to fly, they spend a day or two on the ground while their feathers finish developing.

Tawny owl chicks are mobile at a very early age, and can be seen climbing in and around their nest tree before they are even half grown.

If you find a fledgling or young owl, the best thing to do is to leave it where it is.

What if the bird is in danger?

Fledglings should be left where they are, in the care of their parents. Removal of a fledgling from the wild will cut its chances of long-term survival to a small fraction, and should only be done as a very last resort.

If the bird is on a busy path or road or other potentially dangerous, exposed location, it makes sense to pick it up and move it a short distance to a safer place. Make sure you put it down within hearing reach of where it was found so its parents can find it.

Handling a young bird does not cause its parents to abandon it. Birds have a poor sense of smell and do not respond to human smell in the same way as mammals.

Can I put it back in its nest?

If the young bird is unfeathered or covered in fluffy down (a nestling) and has obviously fallen out of a nest by accident, it may be possible to put it back.

If this can't be done, the chick is dependent on humans for survival, and it should be passed on to an expert rehabilitator, such as a local vet.

The RSPB does not run bird hospitals or a rescue service. The [RSPCA](#) (England and Wales), [SSPCA](#) (Scotland) and [USPCA](#) (Northern Ireland) are the national charities that help and advise on sick and injured birds and animals. [Tiggywinkles](#) and The [Swan Sanctuary](#) also take in wild birds in need of care

Bat Found on the Ground

Always wear gloves to handle bats. If you need help, call the Bat Helpline - 0845 1300 228

A bat found on the ground during daylight hours is likely to be in trouble already.



Bats are protected, so it is normally illegal to keep healthy, flying bats, and a license is needed to handle them. However, anyone who finds a bat that is ill or injured may take care of it in whatever way is most humane and practical with the objective of its rehabilitation to the wild. There are a number of experienced bat rehabilitators in the UK, so in these circumstances please contact the Bat Helpline on 0845 1300 228 for assistance - they will be able to put you in touch with your nearest bat rehabilitator.

Hedgehogs

Hedgehogs are a priority species. In the events that ground staff see a hedgehog in one of the parks, please report the sighting to Saskie Laing (RBKC Ecology Service) .

Hedgehogs are often injured by strimming and mowing. In the late-Spring and Summer, hedgehogs like to sleep in long grass. Please check with your foot, for slumbering hogs, before commencing your work.

Hedgehogs are almost totally Nocturnal - they are active only at night, from dusk, onwards, and spend the daylight hours asleep. So, if you find one out in the day, something may be wrong! Very sick hogs/ hoglets found by members of the public, are found wondering (and often wobbling) about in daylight. Sick or injured hedgehogs can be found at any time of the year.

If you find a sick or injured hedgehog, please, wearing a pair of gardening gloves, pick the poor hog up and carefully put him/her in a small cardboard box. Sick hedgehogs, and those in shock, need warmth. Within the bottom of the box, place a hot water-bottle, well wrapped in a towel. obviously, the hedgehog placed on top of the heat-source, not underneath it.

If an injured hedge is found please contact the Ecology Service or contact the British Hedgehog Preservation Society www.britishhedgehogs.org.uk to locate the nearest treatment centre.



Appendix Five: Emslie Horniman's Pleasance Improvements Project Map

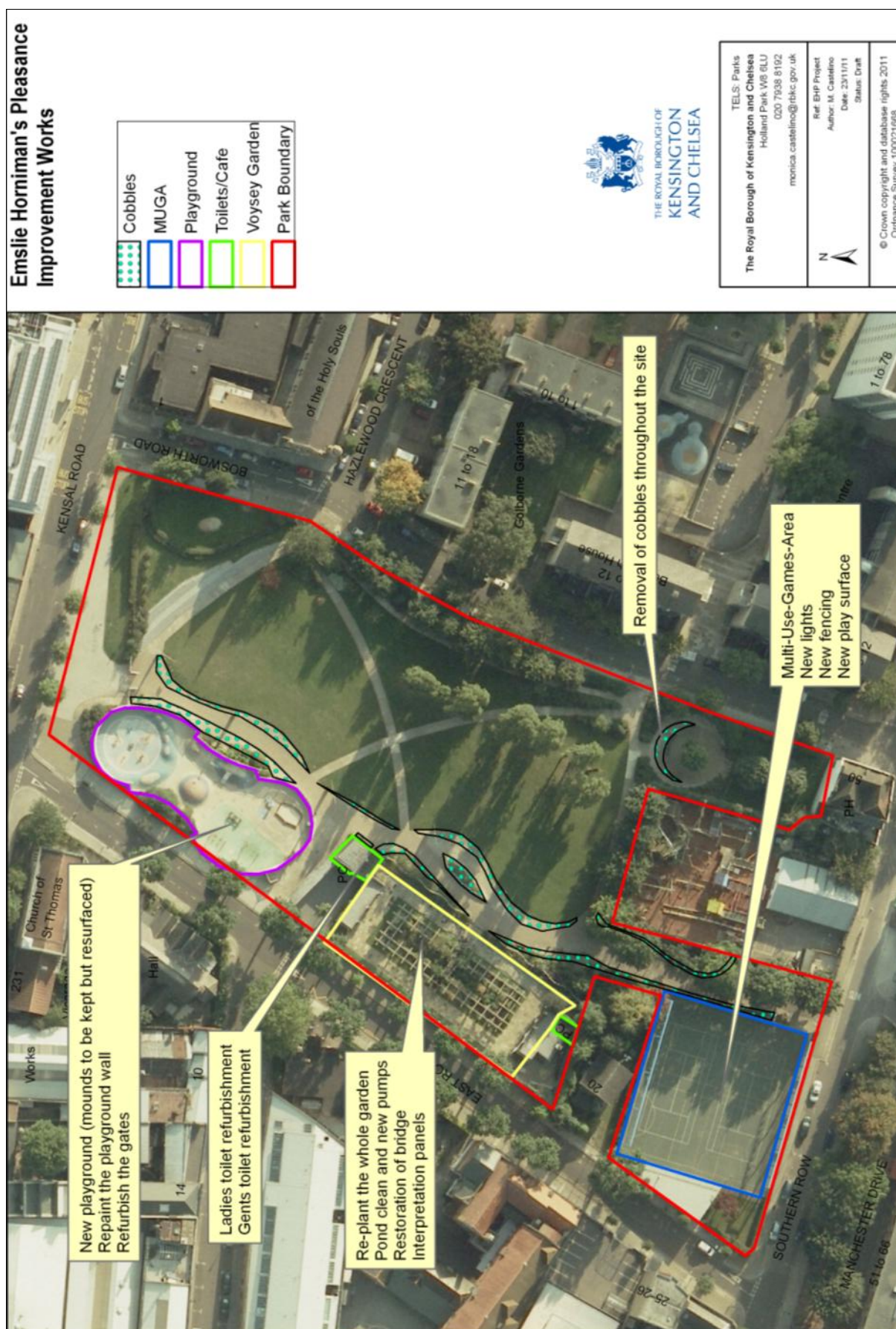


Figure 6: Emslie Horniman's Pleasance Improvement Project Map

Appendix Six: Wider Policy Context

Outlined below are strategies, policies and reports that have aims and objectives that directly link, or have an impact on the Emslie Horniman's Pleasance Management Plan. Although direct references may not be made to each and every document, all are relevant; brief overviews of each of the documents' aims and objectives are outlined below.

National Context:

3.1 Green Flag Award Scheme Criteria

The Green Flag Award Scheme was set up in 1996 to recognise and reward the best green spaces in England and Wales. The Emslie Horniman's Pleasance Management plan has been written to comply with the Green Flag criteria: A Welcoming Place, Healthy Safe and Secure, Clean and Well Maintained, Sustainability, Conservation and Heritage, Community Involvement, Marketing and Management. In accordance with advice set out by the Green Flag Award Scheme CABE Space, 'A Guide to Producing Park and Green Space Management Plans', has also been referred to in order to produce a Management Plan that is concise and effective.

3.2 Green Spaces, Better Places: The Urban Green Spaces Taskforce. 2002

This report sets out 52 recommendations for both local and national Government to consider in order to 're-vitalise parks and green spaces'. There is a strong emphasis on working in partnership with the local community in order to achieve this. The Urban Green Spaces Taskforce was established in 2001, following the Urban White Paper of 2000, to advise the Government on improving the quality of our urban parks, play areas and green spaces.

The report recognises the importance of the Green Flag Award Scheme and suggests that the Government establishes 'nationally acceptable quality standards for managing and maintaining parks and green spaces' based on the schemes values (CABE Space was subsequently established in 2003 following this report). The Emslie Horniman's Pleasance Management Plan is influenced by this report and upholds its core values.

3.3 Living Places: Cleaner Safer Greener ODPM 2002

This report sets out the Government's vision for public spaces "everybody's local environment should be cleaner, safer and greener". Section three of this specifically looks at Urban Parks and Green Spaces and responds to the Urban Green Spaces Taskforce: Green Spaces, Better Places. The report describes good parks as "vital" with among others the Green Flag Award Scheme being highlighted as a strategic partner.

The Royal Borough shares the opinion that 'everyone has a right to good parks and green spaces close to his or her home or place of work'. In this report emphasis is placed on the importance of local leadership with regard to improvement of parks and green spaces; the Royal Borough holds local leadership in high regard and it is believed that through the implementation of the Borough's Ten-year Parks Strategy 2006-2015 and subsequent park management plans that this leadership will be evident and improvements in our parks will be noticeable.

3.4 Planning Policy Guide 17: Planning for open space, sport and recreation

The Emslie Horniman's Pleasance Management Plan has been compiled with this policy in mind ensuring that all improvements to the park are to benefit the community as a whole. New space is not being considered; however, in accordance with PPG 17 the management plan is in place to "improve the value of existing facilities". Those with disabilities are also being considered when installing new play equipment in accordance with.

3.5 Disability Discrimination Act 2005

In accordance with this Act the Emslie Horniman's Pleasance Management Plan highlights areas in which the Park is improving various sections of the Park in order to make the Park more accessible to disabled people.

Regional Context:

3.6 The Mayor of London's: Guide to preparing Open Space Strategies, Best practice guidance of the London Plan 2004

This strategy informed the Royal Borough's Ten-Year Parks Strategy 2006-2015 and therefore feeds into the Emslie Horniman's Pleasance Management Plan. The main aim is to have strategies in place that "identify ways of protecting, creating and enhancing them [parks and open spaces] and improving the quality through better management". The Emslie Horniman's Pleasance Management Plan will provide better management for the Park.

3.7 London Biodiversity Strategy and Partnership

As required by the Greater London Authority Act, the Mayor of London produced a biodiversity strategy for the capital in 2002 that requires the London Boroughs to assist with implementation and encourages them to formulate their own action plans (Mayor of London, 2002). The document details the Mayor's vision for protecting and conserving London's natural open spaces. It seeks to ensure that there is no overall loss of wildlife habitats in London and that more open space is created and made accessible, so that all Londoners are within 1km walking distance of a quality natural space (Mayor of London, 2002).

The London Biodiversity Partnership (LBP) is a partnership of public, private and voluntary sector organisations as well as individuals. It was established in 1996 in response to the UK BAP and has produced London's BAP. The Partnership aims to protect and enhance the capital's habitats and species for future generations to benefit from and enjoy. London's BAP consists of the 28 action plans: 14 habitats and 11 species. As well as its action plan species, London contains a number of nationally rare UK BAP priority species are identified; however, the London's BAP states that:

- All of our habitat action plans are designed to support these species.
- This list is constantly being reviewed and updated.

Planning decisions must consider these species.

The London BAP contains the following targets to improve the condition and increase the extent of a selected number of habitats found in the capital by 2015. These targets were adopted in 2007, have been incorporated into the Further Alterations to the London Plan (FALP), and constitute London's contribution towards the England Biodiversity Targets.

Local Context:

3.8 The R.B.K.C. Ten-year Parks Strategy 2006-2015

The strategy sets out plans over the next ten years to improve the major parks in the Borough, with the exception of Holland Park, which has been the focus of substantial investment and improvement already. Obtaining and keeping Green Flag status for each of the eight major parks in the Borough is laid out under objective one in the strategy: to 'Ensure high standards of maintenance, management and safety in the parks'. 7 parks already hold Green Flags and each year from we aim to bring one of the other parks up to the Green Flag level.

3.9 The R.B.K.C. Cabinet Business Plan 2008/09;

The Cabinet Business Plan sets out the Council's plans for the next three years and the budget for the coming year. The Council's main aims have been updated so as to define the Council's contribution to a 'Better City Life', 'Really good services', 'Responding to Residents', '21 Projects for the 21st Century' and 'Renewing the Legacy'. Within it the parks and open spaces are held in high regard. With 84 per cent of the Borough's residents having no access to a garden of their own it is crucial that the parks and open spaces in the borough are maintained to a high standard. The Business Plan refers to the Parks Strategy.

3.10 The R.B.K.C. Community Strategy 2005-2015 (The Future of Our Community)

The Kensington and Chelsea Partnership (KCP) Steering Group prepared this Strategy for the Royal Borough. The Partnership is an umbrella group that brings together a mix of large and small organisations and partnerships within the borough including the Council, the police, the Primary Care Trust, the business community and the voluntary and community sector. The strategy is organised around eight themes dealing with aspects of life in the Royal Borough: Environment and Transport, Culture Arts and Leisure, Safer Communities, Health and Social Care, Homes and Housing, Community Equality and Inclusively, Learning, Work and Business. Although parks and open space sits mainly in Culture, Arts and Leisure there are of course overlaps with several of the other themes. The Goal for Culture, Arts and Leisure is: "A borough where everyone has the opportunity to enjoy its public parks and open spaces and wide variety of high quality cultural, artistic and leisure activities." This management plan will be a step further to ensuring that the goal is achieved.

3.11 The R.B.K.C. Community Safety Strategy 2005-2008

This strategy has been prepared by the Community Safety Programme Board (CSPB). The CSPB is part of the KCP, which is responsible for developing and delivering the Community Strategy for the Borough, see above. The vision of the Community Safety Strategy is to make Kensington and Chelsea safer. The vision is laid out in six key points, summarised: (1) encouraging residents to take responsibility for reducing their chances of becoming a victim, (2) maximising opportunities via public and private agencies to design out crime, (3) increasing the likelihood of offenders being caught, (4) confronting antisocial behaviour, the illegal use of drugs and the misuse of alcohol, (5) encouraging parents to take responsibility for their children, and (6) educating children and young people and offering support when offending behaviour becomes apparent. Safety is very important in the Borough's parks, designing out crime is something that the strategy highlights and is a high priority when considering improvements to the park.

3.12 The R.B.K.C. Environment Strategy 2006-2011

This strategy supersedes the Environmental policy statements that have gone before it since 1990. It is much more ambitious and challenging as it sets out how the Council will demonstrate leadership in developing sustainable solutions to local, regional and global environmental problems. The Council is aware that it is willing to lead by example with its new Environment Strategy. Being the biggest employer in the borough the Council is intending to stretch its own performance in order to encourage others to follow its example. The strategy is split into seven main themes: Sustainable Energy, Waste and Recycling, Transport, Pollution and Environmental Quality, Development and Construction, Procurement and Resource Use, and Ecology and Biodiversity. The Environment Strategy links heavily with Parks and Open Spaces and highlights the need for our parks to gain Green Flag status.

3.13 The R.B.K.C. Arts Strategy 2004-2008

The Arts Strategy is intended to be a framework for use by all those who have an interest in the arts, including organisations and artists, participants and audience members. It examines the views of the arts community and suggests a strategic direction for the future. Links with parks and open spaces focus on holding more arts events in parks as part of an 'Arts in Parks' program to be held annually across London. A new Strategy is under preparation.

3.14 The R.B.K.C. Play Strategy 2006-2009

The Royal Borough's Play Strategy highlights the importance of play in children's lives. The parks and open spaces are central to this and the strategy aims to maximise the use of parks and open spaces ensuring that playgrounds in parks are of a high standard and accessible to children with disabilities wherever possible. The redesign of the park will be looking to include, in its design, facilities suitable for disabled children.

3.15 The R.B.K.C. Local Biodiversity Action Plan 2004-2006 (under revision as LBAP 20010/11-2014/15)

The Local Biodiversity Action Plan (LBAP) ensures that the Council continues to make a significant contribution to the protection and improvement of the natural environment working closely with landowners, local organisations and residents of the Borough. The Borough's parks and open spaces need to preserve and enhance natural areas to encourage flora and fauna to flourish. The revised LBAP is in preparation at present.

3.16 The R.B.K.C. Corporate Identity Standards 2010

New standards have been recently implemented for when producing Royal Borough of Kensington and Chelsea material. Standards are in place for when using the borough logo, use of fonts and colours. These will be used when designing signage and promotional materials for the parks.

3.17 The Cleaner Neighbourhoods and Environment act 2005

The R.B.K.C. Fouling of Land by Dogs order 2006

New by-laws came into effect on 29 January 2007. On specified land, including the parks and open spaces, it is an offence to fail to do the following: remove dog faeces, and put and keep a dog on a lead when directed. It is also an offence to take more than two dogs onto specified land. This order is similar to the 1996 order. This will replace the by-law regarding dogs at present and will be printed along with the other by-laws on the back of parks entrance signs as is detailed in the plan.

3.18 R.B.K.C. Local Development Plans (LDP)

The Local Development Frameworks deliver the spatial planning strategy for the borough. Unitary Development Plans (UDP) preceded the new LDP's and stressed the need to "maintain and increase the provision and quality of open space of local and metropolitan value". The R.B.K.C. Local Development Framework is linked closely with the Community Strategy as community and public engagement a fundamental requirement of the planning system. Through this Management Plan we will be maintaining and enhancing the quality of Emslie Horniman's Pleasance.

3.19 The R.B.K.C. Grounds Maintenance Contract Specification

The works specification outlines what is expected of the Grounds Maintenance Contractor with regard to maintenance in the Parks and Open Spaces in the Borough; the present Contractor is Quadron Services Ltd. They are contracted to provide this service until 2019.

3.20 The R.B.K.C. Events Strategy (in preparation)

3.21 Parkscape (Draft Document)

This is a policy document that is a direct development of the Royal Borough's Parks Strategy 2006-2011 and is complementary to *Streetscape* the best practice guide produced by the Royal Borough to shape the streets and public realm. Part One introduces the concept of Parkscape and explains the policies and standards adopted by the Council. It goes on to deal with individual elements of Parkscape design and their application in Royal Borough parks and open spaces. Part two contains detailed specifications and standard details this section is loose bound and will be updated as necessary.

