

Norfolk Square Gardens Management Plan

2009 – 2014



Norfolk Square Gardens Looking West



City of Westminster

FORWARD

Westminster is one of the most densely populated cities in the United Kingdom, if not the World, with around 90% of its residents living in flats. Hence Westminster's parks and open spaces are enormously valued by its residents, as well as those who work and visit the city. It is, therefore the Council's policy to work towards maintaining all of its parks to a Green Flag standard; to renew the infrastructure and to ensure that our parks and open spaces are something we can all be proud of.

I am keen that all our residents and visitors should have an opportunity to become involved in the future development of our green spaces. We need to ensure that we are providing a full range of facilities and services that local residents and visitors would like to see, which will clearly vary from park to park around the City.

In pursuit of excellence, the City Council wants each of the parks entered for the prestigious Green Flag award not only to gain but retain the award. This management plan for **Norfolk Square Gardens** sets out our proposed plans for the park over the next five years. The plan is intended to enable us to achieve the highest horticultural and environmental quality, to ensure continuous top quality maintenance and provide facilities for residents and visitors to play, walk, exercise and relax. All this needs to be managed to ensure that there is something for everyone in the City's parks and open spaces.

If you have any comments you would like to make about the content of this plan, please send them to: The Parks Service, Victoria Embankment Offices, Charing Cross, London, WC2 6PB or email

Councillor Audrey Lewis

Cabinet Member for Customers and Neighbourhoods



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How to Get to Norfolk Square Gardens

Site address:

Norfolk Square
London W2

Access by car:

There is no car parking facility on site and the local area is residents parking and meters only.

Access by Underground and Mainline Train Services:

The nearest underground /mainline station is Paddington , the Bakerloo , Circle & District and Hammersmith & City line all stop there then it's just a few minutes' walk from the gardens. See location map below.

Access by Bus:

No's 7,15,23,27,36,46,332,205 & 436 all stop at Paddington Station



Map of Norfolk Square Garden



City of Westminster

Environment & Leisure Department

Westminster City Hall, Victoria Street, London SW1E 6QP

Project: Norfolk Square Gardens	Drawing Title: Location Plan	Division: Parks Section	scale:	drawn: <i>H. GOGUS</i>
			drawing no:	date: January, 2009

Base map extracted from Ordnance Survey 1:1250 digital data. Crown copyright reserved.

Action Plan for Norfolk Square Gardens

Although it is intended that the action plan below will be carried out it is subject to the necessary funding being provided by the City Council.

Task:	Work type:	2008/09	2009/10	2010/11	2011/12	2012/13	2013/14
Carryout Habitat survey	Biodiversity	Est. £2k					
Replanting of shrubs	Horticultural	Est 20k	Est 7.5k				
Path Works	Infrastructure	Est. £30k					
Installation of Notice Board	Infrastructure		£3.5				
Replacement of site hut	Infrastructure			£15k-£20k			
Railing Painting *	Infrastructure	?					
Refurbishment of gate lanterns *	Infrastructure	?					
Returfing of East Lawn	Horticultural	Est £5k					

* Works completed 2008.

? Bob insert costings

Executive Statement

The Council enjoys a high reputation for the quality of its Parks, Gardens and Open Spaces.

During 2006 the City Council re-tendered the Grounds Maintenance contract. The new contract has higher levels of staffing, dedicated horticultural teams and a defined patrolling service.

The Council and the re-tendering team decided early on in the process that the Green Flag Standard should be at the heart of the new contract and that all its Parks, Gardens and Open Spaces should be maintained to this standard irrespective of whether they were to be entered For a Green Flag.

In general, what are required are the best horticultural practices; the creation, and maintenance of visually pleasing horticultural features, and the maintenance of rigorous standards of discipline, cleanliness and tidiness, despite the intensive levels of use.

Their primary function is as places of relaxation, enjoyment and beauty and the primary aims and objectives are that they shall be safe, clean and aesthetically pleasing. The City Council has ensured that a staff patrolling presence has been retained throughout all opening hours.

Westminster has more tourists, day visitors, and commuters than any other local authority in the country. The population increases to over a million during the day. Its open spaces include some of the most famous squares and gardens in the country. These and the landscaping in the streets have a back drop of over 12,000 listed buildings, again far in excess of any other local authority. Consequently these prestigious sites in the heart of London must be maintained to the highest possible standard.

Westminster Open Space Strategy

Over the last few years Westminster City Council has been developing an Open Space Strategy for the City based on a comprehensive study of all open space within the boundaries of the City. Extensive public consultation was undertaken during summer 2006 and the strategy document amended accordingly. The Westminster Open Space Strategy has been formally adopted by the City Council following Cabinet approval in January 2007. It will act as a Supplementary Planning Document (SPD) as well as forming a framework for management and improvement of public open spaces across the City. The Strategy's Action Plan will be updated annually, capturing all improvements happening in open spaces in the City. It will also feed into the management of these spaces, and will guide the Management Plans for all the City's Green Flag sites.

The Open Space Strategy can be viewed online at:

http://www3.westminster.gov.uk/publications/publications_detail.cfm?ID=1614

Aims and Objectives

The City Council has always ensured that adequate funding is available to maintain the quality and the fabric of the gardens to high standards recognising the value of its open spaces. This Management Plan sets out how these high standards are being achieved and the current management policies and proposals for the future. The primary aim is that the parks and gardens shall remain safe, clean and aesthetically pleasing places for their residents and the commuters and day visitors that come to Westminster in their millions every year, adding pressures and strains to the gardens which only an experienced trained parks team can manage. The plan sets out how they will remain places of relaxation, enjoyment and beauty.

History of Garden

The Gardens were compulsory purchased from the landowners by the City Council in 1989 because they were in a dilapidated condition and not being maintained.

The gardens were completely relandscaped with new pathways, shrub planting and railings. The lanterns were not part of the original design and were added later at the request of the local amenity society.

A Welcoming Place:



All of Westminster's Parks Gardens and Open Spaces have byelaw's boards at the entrances and we are also now installing notice boards for use by local user groups and residents associations and also other council departments. The signage for all the sites is currently under review with a phased and funded replacement programme planned to start in 2007 / 08.

The site has been designed to level access from the pavement

The garden is made up of

1. Formal seating and planting area at the east end
2. Lawns
3. Shrub borders
4. Seasonal flower bed (west end)

Patrolling presence

From April 2007 we have had a uniformed patrol presence that is designed to ensure the parks users can easily identify patrol staff. A description of the duties they will undertake can be found in Healthy, Safe and Secure.



Patrol Staff in uniform

Clean and Well Maintained

The Gardens are maintained by contractors to a performance specification whereby tasks are carried out as required in accordance with sound horticultural and park management practices. A client park manager responsible for all parks and gardens in the south of the City manages through the contractor all horticultural, cleansing and patrolling aspects of the garden management. A client park manager, dealing with the infrastructure of all parks and gardens in the City, deals with repairs such as replacements and improvements to paths, railings, children's playgrounds and day to day repairs.

The followings details the basic requirements:

1. The regular maintenance to a high standard of lawn and grass areas; hedges; and other planted areas.
2. The planting, establishment and maintenance of bedding schemes.
3. The planting of new and replacement trees, shrubs, hedges, herbaceous perennials, bulbs and sowing seed of annuals, biennials and perennials at the times required.
4. Routine winter maintenance tasks such as leaf clearing and pruning.
5. The reinstatement as necessary of some grassed areas and shrubberies in special circumstances, e.g. following excavation by statutory undertakers or special events held in the locations.
6. Site security, the opening and closing of all sites and presence on site daily (including weekends) throughout the year to carry out patrolling duties and normal horticultural tasks such as watering as necessary, sweeping and the removal of rubbish.
7. Sweeping and keeping clean and weed free all paths, paved areas and hard surfacing.
8. Collection of all litter, leaves and arisings from the site to await removal by the City Councils Refuse Collector

Sweeping and Cleaning

The Contractor is required to clear all litter at least three times a day throughout the year and sometimes constantly to ensure the grounds remain a pleasant place to be. A list of the Maintenance Duties is shown at Appendix 10.

Required standard:

- Sweeping is required at least daily and more often should this be required to maintain the grounds in a clean condition.
- The City Councils Street Cleansing Contractor will remove bagged rubbish on a daily basis.
- Litter bins emptied at least 3 times a day and more if required
- Loose litter to be removed as when required.

Graffiti Removal

The City Council believes that to create an environment where users feel safe, secure and are not afraid to enter the garden it is necessary to remove all graffiti as it arises.

Required standard:

- All Graffiti and Fly Posting must be removed immediately that it occurs
- Graffiti removal where possible must be carried out using environmentally acceptable products that do not cause harm to either the operator or users of the gardens

The City Council has an anti graffiti and fly poster removal group who can be called upon if the GM contractor is unable to remove the graffiti.

Horticultural Management:

Lawns

The lawns are over seeded where shade from the trees weakens the grasses using appropriate shade tolerant species and a system of cloching with horticultural fleece that enables the grasses to re-establish before the shade and drought of summer begins. A programme of decompaction and top dressing is in place to be instituted should the need arise.

No herbicides are used on the lawns in this garden.

Required standard:

- All lawns will normally be cut weekly and to the height defined in the contract standard.
- In adverse weather conditions all lawns will be maintained as directed by an A.O. This may require them to be left to grow longer and not be watered.
- If turf is used it must comprise shade species and the height of the cut is adjusted accordingly.

Bedding Displays

All displays are designed by the Park Manager with the contractor and his staff contributing to the design. Trials using non peat composts have taken place and we will continue to move away from the use of peat based composts where this is practical to do so. Not all plants will thrive in non peat based composts but our contractors and suppliers are working towards being able to supply at least 30% of bedding plants in peat free composts this year.

Roses, Shrubberies, Other Perennial Planting

There is an ongoing programme of renewal and replanting of shrubberies, herbaceous and other perennial planting including naturalisation of bulbs. The quality of bedding plants and nursery stock are inspected at the nurseries by the Parks Manager.

Tree Management

A tree management plan is attached to this document detailing the City Council's approach to tree management on this site. It is intended in the coming years that in conjunction with the City Councils Open Space Strategy, the Tree Strategy and Bio-diversity Action Plans this will be the basis of all management plans for the Park.

Management of the Infrastructure

The infrastructure or 'built environment' is maintained and managed separately from the horticultural and grounds maintenance elements.

Day to day (re-active repairs) are carried out as and when required and are notified to the client using a Maintenance Request Form (Appendix 6)

Major works to areas such as pathways and buildings are met from the City Council's capital programme and / or external funding if available. Bids for funding take place annually which requires medium to large projects to be designed and costed a year in advance.

Small to medium projects (costing from £10k to £20k) are usually met from the Parks Minor Capital Works Rolling Programme which is an ongoing programme and currently has a budget of £80k each year for the whole of the Parks and Gardens.

Pathways

The site has brick paver perimeter paths which repairs are carried out as and when necessary.

Buildings

There is just one main building on the site and this comprises the patrol staff mess room. It is anticipated that this building will be replaced in 2010/11 subject to funding

Disability Discrimination Act

The City Council has a positive attitude to ensuring compliance with the act and to this end has allocated Capital funding over two financial years to enable works to be carried out in relation to the Disability Discrimination Act to ensure equal access to all users of their Parks, Gardens and Open Spaces. Rembrandt Gardens is accessible to all users. There is a toilet for disabled users in the Grounds.

Benches,

The garden has Park Benches available for the use of the public. We clean and teak oil the benches on a 3 to 4 year cycle and carry out repairs as and when required. Future replacement benches will have two centre arms to deter rough sleepers.

Donated Benches Scheme

The City Council operates a scheme whereby users of the gardens and others can if they so wish donate benches to a garden. Benches are normally donated on behalf of someone who has died but we do get benches donated for other reasons such as in appreciation of the beauty and special nature of the Gardens. The City Council runs this scheme at cost as it is considered that an asset is being gained that will benefit all users of the gardens. The application form is available from the Parks and Cemeteries Office or via the Parks web site.



The screenshot shows a Microsoft Internet Explorer browser window displaying the City of Westminster website. The address bar shows the URL: <http://www.westminster.gov.uk/environment/landandpremises/parksandopenspaces/benches.cfm>. The page content includes the City of Westminster logo, navigation links, and a search bar. The main content area is titled "Donated benches scheme" and contains the following text:

Parks and gardens

- Broadley Street Gardens - Future Proposals
- Contact the parks department
- Contacting the Royal Parks
- Green flag awards
- Hanging Baskets
- Holding events in parks
- List of Westminster's Parks and Gardens
- Parks 360 tours
- Parks and gardens
- Talbot Square

Donated benches scheme

The Parks and Leisure Division operates a donation of benches scheme for some of its Parks, Gardens and cemeteries. An application form can be downloaded from this page in MS Word or Adobe PDF format.

You can donate a bench to most of the councils parks, gardens and cemeteries subject to the following caveats. The cost of the donated bench will vary according to the length of the inscription with an average cost of £670 (cost in 2008) and delivery is 8 to 10 weeks from the offer being accepted.

There is a link to an application form at the bottom of this page.

Parks, Gardens or Open Spaces

Mount Street

We do not accept donation of benches to Mount Street Gardens, W1.

Berkeley Square

At Berkeley Square, W1 we will only accept a donated bench from people who have a direct connection with the square and this is defined as living or working in the square or a resident of the City of Westminster. In the case of a donation by a family member then the person it is being donated on behalf of should meet the criteria.

Other parks and gardens

There are other parks and gardens where the type of bench

On the right side of the page, there is a "I want to.." section with a link to "Search Westminster Online" and a "Forms" section with links to "Report a parks or open spaces problem", "Donate a bench", "Contact the Parks Department", "Hanging baskets grant application", and "Comment upon the Paddington improvements".

<http://www.westminster.gov.uk/environment/landandpremises/parksandopenspaces/benches.cfm>

Conservation and Heritage

BIODIVERSITY

Wildlife at Norfolk Square

The site consists of open amenity grassland and features mature trees, herbaceous beds and planted shrubbery. An ecological survey will be carried out in 2009 by London Conservation Services to assess the habitat through a Phase 1 habitat survey, and carry out a protected species survey within the park.

At present the wildlife value in the square is improved by the dense shrubbery. This provides habitat and food sources for song birds and invertebrates, however, there is the opportunity for improving the wildlife value further by planting additional native species.

Nature Conservation Projects

Native trees and shrubbery

Improvements will be made to increase bird nesting habitat by creating dense cover, through additional planting of suitable native shrubs with nectar rich flowers and berries. This may include planting stands of hawthorn, blackthorn, wild rose and elder. Holly, spindle and dogwood provide potential egg laying habitat and food sources for the holly blue butterflies and will therefore improve the wildlife value. Additional planting will improve the square for foraging invertebrates and birds as a nectar source, seeds and pollen will become available.



Hawthorn shrub



Hawthorn flower

Bird nesting boxes

Two general purpose bird nesting boxes will be erected on semi-mature and mature trees within the square. These will be located out of direct sunlight, at least 2m or so above ground, facing south-east where possible. A wren box will be located in the shrubbery to encourage wrens to nest as the habitat develops. Woodcrete bird boxes will be used as they are long-lasting compared to wooden boxes and insulate occupants from extremes of temperature and condensation.



Blue tit



Woodcrete general purpose bird box



Woodcrete wren box



Wren *Troglodytes troglodytes*

Invertebrates

An insect home will be added to the park, to provide an area for ladybirds, lacewings and solitary bees to over-winter. This will also act as an educational feature for the local community, as a small interpretation sign will be placed close by, to describe the insect home and its benefits to wildlife.



Clay and reed insect nesting aid



Lacewing

Biodiversity Management

- Erect two general purpose woodcrete bird boxes and one woodcrete wren box to attract tits, house sparrows and wren.
- Clean the bird boxes annually and inspect for damage
- Erect an insect home in the shrubbery within park
- Plant native species that have maximum benefits for wildlife when new planting is carried out.
- Plant stands of native shrub species in the borders of the park. For example hawthorn, blackthorn, holly, hazel, elder, ash, guelder rose, and field maple, to provide maximum benefits for wildlife.
- Cut back shrubbery annually to retain dense cover.

Taking Action in Partnership for Westminster's Wildlife

The BAP was approved by the City Council in 2007 and aims to protect and enhance wildlife, and provide further opportunities for Westminster's residents and visitors to enjoy a green city, rich in wildlife.



The action plan focuses on seven priority habitats and five priority species. These are: parks and green spaces, churchyards and cemeteries, built environment, private gardens, standing open water, tidal Thames, veteran trees and decaying wood, bats, buttoned snout moth, house sparrow, tawny owl and hedgehog.

To view the Action Plan please visit the link

<http://www.westminster.gov.uk/environment/greencity/biodiversity/biodiversity-action-plan.cfm>

Biodiversity and nature conservation projects at Norfolk Square contribute to several habitat and species action plans within the BAP and delivers actions to conserve and improve wildlife in Westminster.

Marketing

MARKETING

Information on the gardens is displayed on the notice boards at the entrances into the grounds and is also available from the City Councils web site.

EVENTS

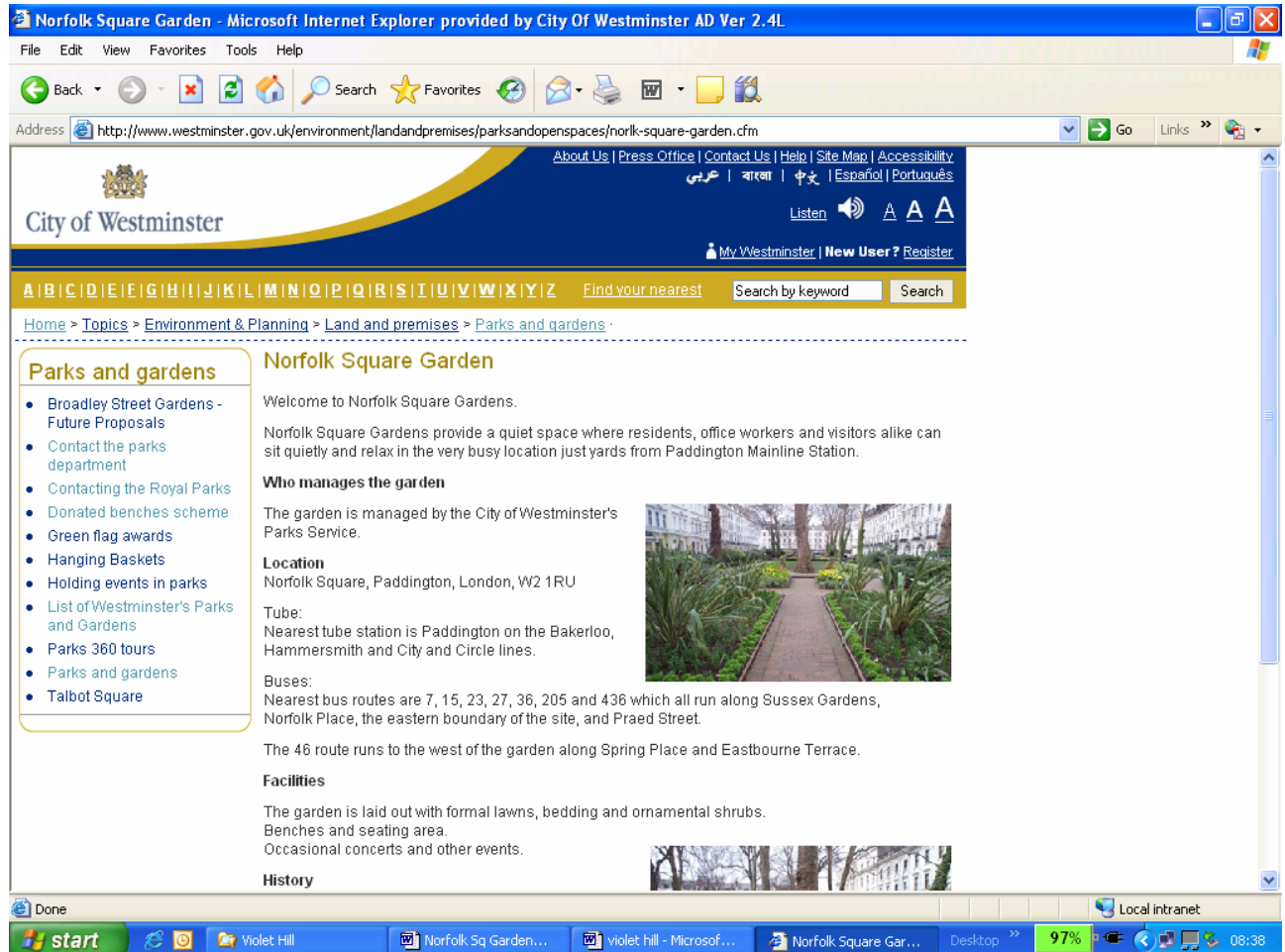
It is necessary to provide opportunity for income generation from events without detracting from the main Aims of this Plan. The City Council provide the facilities for use for events by the local community but do not actively seek to promote such use. The Park Manager decides which events shall precede and this is based on the ability of the lawns to withstand such use, due to the fragile nature of the sward, the nature of the event and the views of local residents and users of the Grounds.

[Pictures of Events from Paddington Bid to go here](#)

City Councils Web Site

The Parks has its own page on the City Councils Web site which is used to convey information to the public about what is happening in relation to the Parks and Gardens as a whole

Screen Shot of the web page for Norfolk Square



<http://www.westminster.gov.uk/environment/landandpremises/parksandopenspaces/norlk-square-garden.cfm>

Healthy, Safe and Secure

Systems are in place to ensure Health and Safety is always high on the agenda. A Health and Safety Folder is kept at the location. The City Council's Health and Safety Policy statement and a copy of the Health and Safety Inspection sheet are shown at Appendix 2. Formal inspections are carried out by the contractor monthly to a programme of selected locations.

Staff Training and Welfare

There must be an ongoing training programme of on the job training to develop the interest of gardens staff to go on to develop their career in horticulture and parks.

In order to ensure that a safe environment is maintained all staff must receive induction training in all aspects of the management of the gardens including health and safety, dealing with the public, incident reporting, use of machinery and so on. The City Council recognises the value of its front line staff and it is a requirement of the contractor to ensure staff training, facilities and welfare are up to acceptable standards.

Client Managers are required to attend training courses and to attend seminars and exhibitions as appropriate to keep their knowledge to the fore and to develop their full potential

Patrolling and Attendance

The City Council have always retained a staff presence at these gardens to deal with the multiplicity of anti-social acts, to deter vandalism which is very minor and to ensure that nuisance and damage is prevented and repaired quickly when it happens. This patrolling presence is carried out in such a way as to be low key and so that the grounds balance and meet the requirements of all sections of the community so far as is possible. They uphold the City Council's Byelaws for Public Open Spaces.

The bye laws for parks and open spaces are awaiting a change in legislation that will enable the City Council to determine its own byelaws.

The required manning standard is:

A minimum of one person on duty whilst the garden is open. At Rembrandt Gardens the patrolling staff also deals with the horticultural work in addition to the Patrolling Duties.

They have the following basic duties:

1. Opening and closing sites in line with the byelaws
2. Walking the sites, and carrying out visual checks of the public gardens,
3. Reporting incidents and any defects and completing relevant forms
4. Upholding the Byelaws and liaising with police and others as necessary
5. Picking up any visible items of litter
6. Assisting members of the public with information about the site(s).

Duties are multi-functional and they deal with all aspects of the running of the grounds including patrolling, sweeping and cleaning and horticulture. The Details of Duties and Problems Encountered are shown at Appendix 4.

There must be close liaison with the Community Police Officer where problems cannot be dealt with directly by the staff. All staff working in the Grounds attend Dealing with the Public training courses to learn how to handle difficult people without being injured. So far, there have been no serious assaults on staff. This system has been in place for many years.

It is a requirement that gardens staffs are permanent employees who are familiar with the intricacies of the Grounds and know the people who use them.

Sustainability

During 2006 a “Go Green Board” headed up by the Cabinet Member for Street Environment was established within the council to oversee all aspects of greening the city.

The City Councils Environment Policy is shown at Appendix 4 and the contractors proposals for complying with the Environmental Policy are shown at Appendix 11.

Use of mulches

As part of an on-going programme shrubberies were mulched during the autumn and winter period reducing the need for watering and assisting with soil improvement. The use of mulches will out of necessity increase due to the problems encountered in 2006 with low rainfall and the effects of climate change. Our contractors will be required to work with the client side to increase the use of mulches throughout the Park, Gardens and Open spaces and to actively participate in the production of compost from green waste generated on site (see below – Waste disposal)

Waste disposal

It was the City Councils intention that by the end of 2007 all green waste from its Parks, Gardens and Open Spaces will be recycled within the boundaries of the city and returned to the Parks as compost or mulch. This has been achieved by building large composting facilities at a number of sites with smaller ones where this is possible at other sites throughout the city. During heavy leaf fall in the autumn, leaves are bagged in biodegradable corn starch bags and collected by the City Councils refuse contractor and are taken to be composted at a specialist site. All other green waste produced during the year is composted within the city boundary.

Water Recycling

During 2006 a number of water butts were installed as an experiment. This has proved a success and starting in April 2007 this will be extended across the Parks and gardens wherever there are buildings that can supply adequate runoff from the roof.

When the site hut is replaced, water recycling will be part of the overall plan for the building.

Recycling of litter bin rubbish

A study carried out into the composition of the rubbish deposited in the litter bins throughout the site was carried out in 2005. Although a fair proportion of it was recyclable the cost benefit analyses showed that the cost of purchasing special bins would far out way the amount saved on tipping as general or green waste. A trial using separate bins for paper, cans and green waste is being carried out at a number of high profile sites across the city.

Vehicle fleet

From April 2007 the vehicles servicing the City Councils Parks, Gardens and Open Spaces will be required to meet as a minimum the Euro 4 standard. In fact the contractor in his tender submission has stated that his vehicle fleet will encompass not only the Euro 4 standard but also he will be using dual fuel and electric vehicles and also some of the patrol staff will be equipped with bicycles to further help reduce the unwanted carbon emissions and help to reduce the City Councils Carbon footprint. The contractor is currently in the process of purchasing an electric vehicle for the fleet in Westminster.

Machinery

The purchase of new machinery i.e. pedestrian lawn mowers, ride-on machines and leaf blowers once again offers the latest technology, reducing noise levels and harmful emissions. The new grounds maintenance contract has set a maximum noise level for all machinery of 108 decibels and this includes leaf / litter blowers.

At a number of smaller sites the use of blowers has been banned completely and in addition where they are permitted, the client side officers will be monitoring the noise levels and should it prove necessary instruct the contractor to reduce noise levels further or ban them completely.

Pesticides

The City Council has restricted the use of pesticides to the absolute minimum. The new grounds maintenance contract requires that all cultural methods must have been tried and failed before pesticides can be used.

Community Involvement

LINKS WITH THE COMMUNITY

Area Forums take place four times a year across the six areas of the City including this area where residents will raise issues if they have any to raise.

Norfolk Square Gardens is covered by the Bayswater Area Forum.

Although there is no user group the following groups have taken an interest in the gardens and would be consulted about any major projects.

The Paddington BID – A group set up to represent the interests of local businesses, they have sponsored many community events in the gardens since they were formed

The South East Bayswater Residents Association (SEBRA) takes an active interest in the gardens any is involved in any major projects in the area which may need planning consent.

Generally there are few complaints or problems to do with the Grounds and conversely many compliments are received. A complaints / compliments form is available on which users can register their views (see Appendix 5). Information from these is noted in the monthly monitoring report that the contractor has to provide to the client. Feedback is that the users continue to appreciate the facilities, the presence of staff on site and the high standards of maintenance/beauty of the Grounds. In summary the conclusion was that most people come to the gardens to escape from stressful environments.

Management

The Management of the grounds is undertaken as a joint venture between the client officers and the grounds maintenance contractor with the local community being consulted on major changes to the grounds or its facilities.

Client / Contractor relationship

The management of the garden is split between the client officers and the grounds maintenance contractor as follows

1. The client officer oversees the overall management of the grounds including the strategic decision making and provision of new or improved facilities. The client officers also are responsible for seeking internal or external funding for new or improved facilities and the maintenance of the gardens assets.
2. The contractor is responsible for the day to day horticultural maintenance and security of the gardens. The current contractor is Continental Landscapes Ltd.

The contract requires that there is a partnership between the client officer and the grounds maintenance contractor to ensure that the grounds are maintained to the highest possible standard.

Self Monitoring and the Contractor

The contract is a self-monitoring contract whereby the contractor monitors themselves. The contractor has achieved the quality standard ISO 9002.

Monthly Report

There is a partnership between the City Council and the Contractor responsible for the Grounds Maintenance and Patrolling Services. A formal monitoring meeting is held monthly where the contractor's performance is discussed. Here again ideas are shared, problems discussed and resolved and new initiatives and key issues are received. The contractor submits a report laid out under the following headings.

- A. Items Affecting the Performance of the contract.
- B. Items which may improve the Performance of the contract.
- C. Items Affecting the Health and Safety of the contract.
- D. Proposals for New Work Practices the contractor may wish to Introduce.
- E. Staff that have received training during the month and details of training coming up during the next three months.
- F. Staff deployment, including the number of agency staff employed.
- G. Emergency call out arrangements for the month.
- H. Contacts made by the customer during the month - compliments and complaints.
- I. Staff that have been moved from a constantly manned site or group of sites.

A sample copy of the contractor report is attached.

Annual Report

Each year the contractor submits in March an Annual Report for the year and Annual Plan for the forthcoming year. The content of this Plan include:

1. How the service might be improved with reference to the main elements as appropriate.
2. Training report and plan.
3. Communication with staff of Health and Safety Issues.
4. Local Agenda 21 practices and proposals.
5. Quality Systems.
6. Self monitoring.

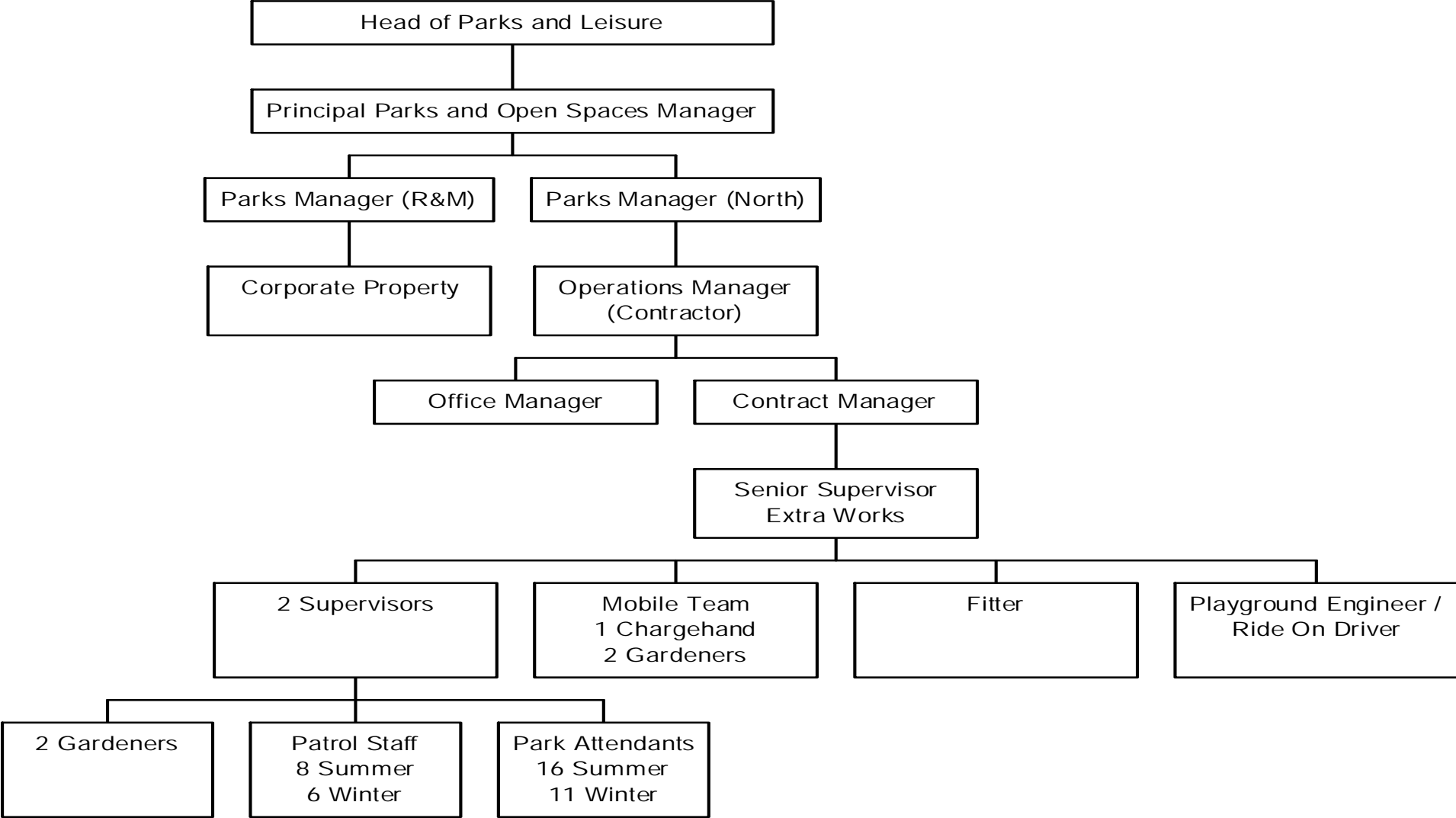
A copy of the last Annual Report is attached.

Contract Performance Indicators

The performance of the contract will be judged against the following criteria:

1. Complaints from members of the public
2. Compliments from members of the public
3. Number of outstanding works notices issued during the month and yearly, commencing 1 April each year.
4. The ability of the contractor to respond to outstanding works notices in a timely fashion to bring the areas back up to the contract standard.
5. Response to requests from the AO's by the contractor for information and for prices and to rectify quickly items communicated to the contractor verbally
6. The number of occasions the contractor fails to put right or there is a repeated failure to resolve key management issues
7. The health of the plants
8. The overall cleanliness of the gardens
9. Appearance of contractor's staff

Management of the Northern Area



APPENDICES

List of Appendices

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- Appendix 2 – Patrolling Attendance – Duties and Problems Encountered**
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ENVIRONMENT & LEISURE DEPARTMENT

HEALTH AND SAFETY POLICY

“ It is our aim to achieve a level of excellence in managing Health and Safety above and beyond mere compliance with legal standards”

The above statement is taken from **Westminster City Council's** general policy statement for the provision of health and safety. It specifies in clear terms the Council's commitment to providing services that are safe and without risks beyond the required minimum standard. The Environment and Leisure dept has a moral and legal duty to ensure the highest possible standards of health and safety are provided.

It is incumbent upon me as Chief Officer for the Environment and Leisure dept to ensure all service areas responsible to me co-ordinate their activities and resources with an aim to achieving the Council's goal.

I expect contractors and external providers of Council services commissioned and operating on behalf of the Environment and Leisure dept to ensure their undertakings are provided to the same level of excellence.

As Chief Officer responsible for the Environment and Leisure dept I will ensure that:

- Systems are established, maintained and actively promoted amongst all staff for ensuring the provision and maintenance of plant and systems of work that are safe and without risks to health.
- Systems are established, maintained and actively promoted amongst all staff for ensuring the safety and absence of risk in connection with the use, storage and transport of articles and substances.
- Systems are established, maintained and actively promoted amongst all staff for ensuring the provision of such information, instruction, training and supervision as is necessary to ensure the health and safety at work of the Environment and Leisure dept staff.
- Systems and procedures are developed, maintained and actively promoted amongst all staff for the continued maintenance in a safe condition of all workplaces under my control, and that this commitment is extended to include the maintenance of all means of access to and egress from those workplaces.
- Systems and procedures are actively promoted within the department for minimising the potential for harm, business interruption and financial loss resulting from the department's undertakings.
- Systems and procedures are developed and actively promoted amongst all staff for the provision and maintenance of safe working environments that are without risks to health and are adequate as regards facilities and arrangements for their welfare at work.
- Systems and procedures are developed and actively promoted within the department concerning the selection and appointment of external organisations and bodies corporate in relation to the provision of goods, services and works. That defined systems and procedures establish

provision for the active monitoring and review of the contracted organisations with regard to the provision of health and safety.

- Joint mechanisms and forums are established and developed for the purposes of keeping under review the aims and objectives of this policy statement.
- Adequate funding and resources are programmed and made available by me in pursuant of the aims and objectives of this policy.
- All staff at all levels will actively assist me to achieve the aims of this policy.
- Competent persons and advice are made available to all staff and managers in pursuant of the objectives of the department's health and safety policy.
- The contents and objectives of the department's health and safety policy are reviewed in accordance with the demands of changing legislation and business objectives. That such revisions and modifications are brought to the attention of all staff and those affected by its undertakings.

I am further committed to ensuring the Environment and Leisure department develops a positive health and safety culture throughout and pursues the highest standards of health and safety management.

I aim to promote the effective integration of health and safety into the everyday management of the department's work, i.e. whenever changes to the organisations structure, accommodation, equipment and working systems are contemplated, the health and safety consequences will be carefully considered and appropriate action taken.

Individuals throughout the Environment and Leisure department, particularly management at supervisory level have defined and specific health and safety responsibilities. These responsibilities will form a significant and measurable part of their key objectives against which their overall work performance will be assessed. This will enable line managers to actively manage health and safety matters under their control.

My ultimate aim is to create a department in which accidents; injuries and loss are eliminated and good health promoted.

Individuals throughout the Environment and Leisure department will be made aware of their responsibilities through appropriate training. This will be provided by my Health and Safety Manager and where appropriate suitable external providers.

This policy details the organisational structure and arrangements for the effective management of health and safety throughout the Environment and Leisure department. The Environment and Leisure departmental structure and arrangements are appended to this policy statement. This policy should be read in conjunction with the Council's Corporate Health and Safety Policy.



Director for Environment and Leisure

Date 01/ November 2005

The Director of Environment and Leisure will ensure:

- The production of annual plans and strategies detailing the Environment and Leisure dept's health and safety objectives, inclusive of key tasks and targets.
- The provision of necessary funding and resources to maintain and improve health and safety standards within the Environment and Leisure dept when compiling annual budgets.
- The elimination of hazards and risks within their sphere of influence through a comprehensive programme of hazard identification and risk assessment.
- That all accidents, assaults, dangerous occurrences, occupational ill health, near misses and unplanned events are thoroughly investigated, recorded and promptly acted upon in line with the WCC policy for accident and incident investigation.
- The Environment and Leisure dept adheres to and complies with all corporate codes of practice, guidance and policies regarding the provision of health and safety.
- They remain abreast and are made aware of all changes in health and safety legislation, technical and authoritative guidance relative to their sphere of influence.
- Access to specialist health and safety advice where required.
- They maintain an overview of the business of the dept's health and safety committee.
- They attend the dept's health and safety committee and approve actions arising therefrom.
- An effective programme of health and safety surveillance for staff.
- The entire Environment and Leisure dept employee's are provided with information concerning the council and dept's health and safety policies, any relevant codes of safe working practice and procedures relevant to their undertakings.
- Employees at all levels within the Environment and Leisure dept receive the necessary information, instruction, training and supervision to enable them to undertake their duties in a safe manner.
- Health and safety responsibilities are incorporated into individual job descriptions.
- Employees at all levels within the Environment and Leisure dept are competent to undertake their duties.
- That systems and procedures exist for the review and modification of health and safety systems, policies, guidance and practices within the Environment and Leisure dept. That any modifications or amendments of such health and safety matters are brought to the attention of all Environment and Leisure dept staff.
- That the business activities and practice's of the Environment and Leisure dept do not compromise or adversely affect the health and safety of the public, service users or visitors to premises under its control.
- Adequate arrangements and forums for discussions with the recognised Trade Union health and safety representatives for health and safety matters.
- Seek to develop and promote a positive health and safety culture within the Environment and Leisure dept.
- Set a good personal example.

HEADS OF ENVIRONMENT & LEISURE SERVICES

The Heads of Environment and Leisure Services will ensure:

- That Environment and Leisure staff in the service areas under their control are made aware of the contents of and understand the objectives of the Environment and Leisure dept's health and safety policy.
- The provision of necessary funding and resources to maintain and improve health and safety standards within the service areas under their control.
- The elimination of hazards and risks within the service areas under their control through a comprehensive programme of hazard identification and risk management.
- Effective communication arrangements exist within the service areas under their control for the consideration and dissemination of health and safety information and advice.
- That all employees within the service areas under their control receive the necessary information, instruction, training and supervision to enable them to undertake their duties in a safe manner.
- The development of an annual plan with clear and measurable health and safety objectives for the service areas under their control.
- Employees in the service areas under their control are competent to undertake their duties.
- All accidents, assaults, dangerous occurrences, occupational ill health, near misses and unplanned events in the service areas under their control are thoroughly investigated, recorded and acted upon in line with WCC policy for accident and incident investigation.
- Employees in the service areas under their control have access to competent advice for health and safety matters.
- Adherence to and compliance with all corporate codes of practice, guidance and policies regarding the provision of health and safety.
- Health and Safety responsibilities within the service areas under their control are defined and understood by those within defined responsibilities.
- All works carried out in the service areas under their control are undertaken with due regard to the councils policies and standards for health and safety.
- Consult and co-operate with all recognised Trade Union health and safety representatives on appropriate health and safety matters.
- That business activities and working practice's of the service area they are responsible for do not compromise or adversely affect the health and safety of the public, service users or visitors to premises under their control.
- Set a good personal example.

SERVICE MANAGERS IN ENVIRONMENT & LEISURE DEPT

All service managers in Environment and Leisure dept shall ensure:

- They read and understand the Environment and Leisure dept health and safety policy and ensure that its contents are brought to the attention of all staff under their control.
- They attend the appropriate health and safety training as directed/required by the Director of Environment and Leisure.
- All employees under their control receive the appropriate information, instruction, supervision and training required for them to undertake their duties safely.
- Risk assessments are carried out for all work activities and that all work activities and practices are conducted in a manner as to reduce, so far, as is reasonably practicable the risks.
- All employees under their control are trained in the health and safety requirements of their work and that all work is carried out in a safe manner.
- All work is carried out in accordance with the Environment and Leisure dept's health and safety policy requirements.
- Adequate contingency arrangements are in place for each work activity and that employees are aware have and have received training in these procedures.
- All accidents, incidents, dangerous occurrences, near misses and occupational illness are investigated, recorded and reported in accordance with the WCC policy for accident and incident investigation.
- Adequate safety notices and information are displayed and provided for the attention of staff and visitors.
- All offices and workplaces under their control are laid out correctly and maintained in a manner free from risk for staff and visitors.
- Procedures exist for the isolation and recording/reporting of defective equipment.
- Workplaces under their control are adequately provided for in terms of welfare and first aid.
- Employees are provided with adequate Personal Protective Equipment and defined safe systems of working.
- They establish effective means for ensuring the maintenance and suitability of health and safety measures provided for the benefit of staff.
- Consult and co-operate with all recognised Trade Union health and safety representatives on appropriate health and safety matters.
- Prepare reports on health and safety matters appropriate to the service/s under their control.
- Ensure adequate health and safety advice and guidance is available to all staff in service areas under their control.
- Endeavour to establish at all levels within their sphere of influence an effective health and safety culture and an appreciation of the aims and objectives of the Transportation dept's health and safety policy.
- Set a good personal objective.

STAFF IN ENVIRONMENT & LEISURE DEPARTMENT

Staff in the Environment and Leisure dept will ensure:

- They read and understand the Environment and Leisure dept health and safety policy.
- Conduct their work activities in a safe manner at all times, wear the appropriate Personal Protective Equipment (PPE) provided.
- Act upon any instruction, order and/or request given in relation to their safety.
- Report to their management any accident, near miss or dangerous occurrence however small.
- Do not recklessly interfere with, misuse, alter or amend anything provided by management for their safety.
- Attend training courses and seminars as directed by management.
- They report to management any defective equipment, PPE or unsafe practices they become aware of with immediate effect.
- Do not circumvent, disregard or ignore any guidance, instructions and systems of working or practices provided for their safety by the Environment and Leisure dept.
- Promote the aims and objectives of the Environment and Leisure dept health and safety policy.
- Assist the Environment and Leisure dept by helping it achieve its health and safety objectives.
- Suggest safer procedures and set a good personal example.

ENVIRONMENT & LEISURE DEPARTMENT HEALTH AND SAFETY MANAGER

The role and function of the Environment and Leisure dept health and safety manager is to:

- Provide technical advice on health and safety matters.
- Inspect work areas and working practices within the Environment and Leisure dept with a view to establishing compliance with health and safety standards and good practice.
- Ensure that copies of the Environment and Leisure dept health and safety policy and staff handbook are available for all managers and staff.
- Co-ordinate the Environment and Leisure dept health and safety committee, sub-committee/working parties on behalf of the director.
- Ensure the director is kept informed of relevant health and safety matters affecting the dept.
- Ensure all dept policies, codes of practice and information are reviewed as necessary.
- Ensure all Environment and Leisure employees are provided with access to health and safety information and advice.
- Act, as a point of contact for manager's co-ordinating and facilitating on issues relating to the provision of health and safety.
- Co-ordinating the Environment and Leisure dept health and safety training programme.
- Co-ordinating the Environment and Leisure dept's hazard identification and risk assessment programme.
- Reporting health and safety matters to DMT and department health and safety committee.
- Ensuring the programmed health and safety auditing and inspection of the dept's workplaces and practices.
- Representing the dept at the Central Health and Safety Committee, ensuring that information relevant to the dept is disseminated and raise issues unresolved at dept level or have corporate implications.
- Assist the director to develop and maintain monitoring procedures necessary to ensure the successful health and safety management of the dept.
- Consult and co-operate with all recognised Trade Union health and safety representatives on appropriate health and safety matters.
- Represent the dept in dealings with the Health and Safety Executive.
- Prepare and present reports on health and safety matters appropriate to the dept.
- Endeavour to establish at all levels within their sphere of influence an effective health and safety culture and an appreciation of the aims and objectives of the dept health and safety policy.
- Set a good personal example.

Site:

Contractors Representative- Signed:

H&S Representative - Signed:

Date of Inspection

Print Name:

Print Name:

<u>Messroom, Environment and Welfare:</u>			Priority	<u>Petrol / Chemical Storage:</u>			Priority
1. Are all lights Working	Yes	No		1. Are tools and Machinery stored away from mess facilities?	Yes	No	
2. Are all heaters working and in a safe condition	Yes	No		2. Are inflammable or toxic chemicals safely stored and locked away?	Yes	No	
3. Is all the other electrical equipment on site in a safe and serviceable condition	Yes	No		3. Are records kept of Chemicals stored?	Yes	No	
4. Are there any items which could cause a trip, fall or may be dangerous	Yes	No		4. Are containers of chemicals, petrol and storage facilities correctly labelled?	Yes	No	
If yes list below:							
				<u>Fire Fighting Equipment:</u>			
				1. Is the equipment correct for the type of fire likely at this location?	Yes	No	
				2. Is there a fire blanket provided in cooking areas?	Yes	No	
				3. Have staff been trained in the use of extinguishers and what actions to take in the event of a fire?	Yes	No	
5. Are there washing facilities on this or an adjacent site?	Yes	No		4. Have extinguishers been checked in the last 12 months	Yes	No	
If on adjacent site specify:				Date: / /			
6. Is there fresh drinking water on site: (<u>Note:</u> Drinking water must come Directly from rising main and not from a tank).	Yes	No		<u>Children's Playgrounds:</u>			
7. Is floor covering in a safe condition (not worn or slippery)?	Yes	No		1. Is playground equipment in good visual order?	Yes	No	
8. Is first aid available and is box correctly filled?	Yes	No		2. Is the surface of the playground in good visual order and kept clean?	Yes	No	
<u>Horticultural Machinery:</u>				3. Has the daily inspection sheet been completed?			
1. Are all guards in place?	Yes	No		<u>Garden Working Area:</u>			
2. Have the Operatives been adequately trained on equipment being used?	Yes	No		1. Do walls, fences and pathways show visible signs of damage?	Yes	No	
3. Are maintenance records kept for each machine?	Yes	No		2. Are there any obstructions or projections which could cause injury to Council staff , contractors or the public.	Yes	No	
4. Are all electrical leads/ plugs etc in good order?	Yes	No		3. Is dog fouling/litter a particular problem in the area.	Yes	No	
5. Have all generators been equipped with residual current Circuit Breakers?	Yes	No					
<u>Protective Clothing:</u>				<u>Other H&S items Found but not listed above:</u>			
1. Is protective clothing supplied where necessary and properly stored?	Yes	No					
2. Is protective clothing being worn?	Yes	No					
<u>Health and Safety (Garden Folders):</u>							
1. Is there a Health and Safety (Garden folder) on site?	Yes	No					
2. Does folder contain up to date information?	Yes	No					

Top copy (white) - Parks Managers, 2nd copy (blue) - Contractor Rep., 3rd copy (Pink) - Safety Rep, 4th copy (green) - Staff Safety Adviser

APPENDIX 2 - PATROLLING AND ATTENDANCE DUTIES AND PROBLEMS ENCOUNTERED

PATROLLING ATTENDANCE - DUTIES AND PROBLEMS ENCOUNTERED

The following is a list of some of the duties and problems that will be encountered when carrying out patrolling duties.

Duties

1. Upholding City Council's Byelaws for Public Open Spaces
2. Calling emergency services, police to deal with difficult situations
3. Inspecting lifebelts, replacing
4. Warning members of the public in breach of Byelaws, starting prosecutions, court appearances
5. Reporting/handing in stolen or lost items to the Police
6. Checking consents for access to gardens, filming and photography.
7. Crowd control at rallies.
8. Ensuring security and looking out for any suspicious packages.
9. Putting out deckchairs.
10. Administration of first aid.
11. Reporting water bursts.
12. Reporting hazards noted day to day or as may arise from Health and Safety Inspections.
13. Dealing with large numbers of foreign tourists entering the Gardens and cleaning up litter particularly from fast food outlets and take away.
14. Attendance after school hours and in school holidays in parks to prevent misuse/abuse by children.
15. Dealing with crowds from Lords Cricket Ground in St. John's Chapel Grounds.
16. Preventing unruly youths playing football and drinking.
17. Control of lunch time crowds in Gardens by Oxford Street, Soho and Christchurch Gardens.
18. Preventing the gardens becoming a meeting place for undesirable groups such as vagrants and groups of drinkers by moving them on.
19. Reporting to Police incidences of bag snatchers.
20. Watching people who are potential troublemakers and preventing/deterring them from creating trouble.
21. Providing security when demonstrations are taking place.
22. Calling Police for assistance.
23. Relocating benches which have been carried into Shrubberies.
24. Checking play equipment daily.
25. Health and Safety checks.
26. Security of Mess room, cleanliness.
27. Reporting vandalism as it arises.
28. Ensuring consents for access to gardens by contractors carrying out work on adjacent buildings are complied with i.e. scaffolding properly stacked.
29. Reporting abuse of conditions for the use of parks.
30. Completion of accident and incident report forms.
31. Ensuring telephones are in working order.
32. Reporting damage to railings by cars.
33. Reporting trees in an unsafe condition, hanging branches etc.
34. Preparation for Royal Events at Marble Arch, Hyde Park Corner.
35. Attendance at children's playgrounds.
36. Giving advice to the public.
37. Giving local information and historical facts about sites.
38. Maintaining notice boards - putting up posters and removing at the correct time.
39. Taking deliveries of benches donated by the public.
40. Completion of Incident Report Forms.

41. Completion of Accident Report forms involving the public.
42. Attending community and prestigious events to ensure smooth running.
43. Dealing with public control at events and band performances.
44. Dealing with constant enquiries from tourists asking for direction and information.
45. Dealing with enquiries from tourists and other members of the public about plants in Gardens.
46. Public safety at band performances and events.

Problems

The following incidents are mainly covered by the Byelaws and have to be dealt with and prevented from happening.

1. Radios being played.
2. Dog fouling.
3. Cycling.
4. Vandalism.
5. Glue sniffing.
6. Drug abuse.
7. Alcoholic drinking parties and vagrancy.
8. Public conveniences - attendance to prevent use for sex purposes.
9. Flashers.
10. Prostitution.
11. Playing football among ornamental areas.
12. Marauding youths - fights.
13. Crowds at events damaging the gardens.
14. Begging.
15. Graffiti.
16. Selling.
17. People urinating in Gardens, defecating in shrubberies etc.
18. Unauthorised fly posting.
19. Homeless families B&B, abuse to gardens.
20. Drunken youths.
21. Vagrants/tourists sleeping in shrubberies and on benches at night.
22. Illegal entertainment - jugglers, singers, buskers.
23. People wading/washing in pools, fountains, drinking fountains.
24. Drug pushers - notifying Police.
25. People being pestered by vagrants.
26. Trespass from boating base in the form of illegal parking and stacking of boats and materials at Pimlico Gardens.
27. Abuse of no go areas in parks for dogs by members of the public taking in their dogs.
28. Conflict between school children and residents.
29. Mothers with young children, youths. Dealing with conflict at play areas.
30. Public playing games or trekking through areas of lawn planted with naturalised bulbs.
31. Abuse of Gardens next to schools by school children.
32. Problems of dealing with people who have got in and slept overnight at a Garden when opening in the morning.
33. People sleeping on benches preventing others sitting down.
34. Vehicles entering the Gardens without permission.
35. Overseeing gardens used for fire assembly points during fire drills from neighboring buildings.

The list is an indication only of the duties and problems that have to be dealt with and does not represent a complete list and the contractor shall deal with these and any others not listed as they arise.

APPENDIX 3 - ENVIRONMENT POLICY

WESTMINSTER CITY COUNCIL ENVIRONMENT POLICY

The aim of this policy is to protect and improve the environment locally, nationally and globally by defining Westminster City Council's commitment to becoming leaders in good environmental practice and innovation. Westminster City Council is committed to:

Environmental Law and Standards

- Complying with all relevant environmental law, regulations and codes of good environmental practice.

Protecting and Improving the Environment

- Preventing pollution of the environment through reducing resource consumption and minimising emissions and waste.
- Continual improvement in environmental performance by setting and reviewing targets to meet the Environmental Objectives.

Assessment of Long Term Environmental Benefits

- Ensuring environmental costs and benefits are included in the assessment of tenders.

Environmental Management of Contracts

- Choosing environmentally sound works, goods and services.
- Including environmental criteria in contract specifications.
- Assessing environmental impacts as part of contract evaluation.
- Managing contracts in ways that achieve good environmental practices and outcomes.

Environmental Awareness

- Increasing environmental awareness of Westminster residents, businesses and visitors.
- Fostering understanding and commitment to the Environment Policy by City Council employees and representatives.

Environmental Management

- Implementing environmental management systems for communication and training.
- Integrating environmental management systems with the City Council's corporate procedures.

Environmental Information

- Public environmental reporting and providing environmental information and advice.

Compliance with the Environment Policy

Ensuring that staff, contractors, suppliers and visitors comply with the Environment Policy.

***Approved by Councillor Simon Milton, Leader and Peter Rogers, Chief Executive
Westminster City Council – October 2002***

The Council's Environmental Objectives are:

Air

- Reduce air pollution
- Minimise vehicle use, vehicle emissions and fuel consumption
- Use and promote low or non-polluting methods of transport
- Ensure clean air in buildings
- Minimise activities that contribute to climate change, ozone layer depletion and acid rain

Water

- Prevent water pollution
- Reduce water consumption

Land & Habitats

- Protect existing landscapes, open spaces, habitats and wildlife
- Create new habitats and opportunities for wildlife
- Manage activities to minimise their impact on biodiversity
- Ensure that land is not contaminated

Built Environment

- Minimise the impact on the environment of buildings, structures, highways and construction
- Keep the City clean

Transport, Access & Mobility

- Maximise accessibility and mobility with the minimum environmental impact

Energy

- Minimise energy consumption
- Use renewable energy sources

Noise

- Prevent noise nuisance
- Contain, control and reduce noise

Waste & Recovery

- Reduce waste at source
- Reuse and repair materials that cannot be reduced
- Recycle materials that cannot be reused
- Recover resources from waste

Resources & Materials

- Minimise the use of materials
- Purchase products with the least environmental impact
- Use recycled products
- Purchase timber and timber products from legal and sustainably managed sources

***Approved by Councillor Simon Milton, Leader and Peter Rogers, Chief Executive
Westminster City Council – October 2002***

APPENDIX 4 – Maintenance Duties

1. Litter picking - at least three times a day and more frequently on some West End sites.
2. Path sweeping, hosing down and cleansing when public are not sitting on the benches.
3. Bench cleaning, repair, preservative treatment.
4. Sweeping children's playgrounds first thing in the morning and check area and equipment for any defects.
5. Ensuring rubbish is collected and removed to tip by transport.
6. Replacing/renewing wood chip safety play surfaces which has been strewn around the playground.
7. Emptying litter bins up to three times a day or more frequently on some West End sites and replacing bin liners.
8. Cleansing off vomit, human excrement, bird droppings and other noxious materials from garden areas footpaths and park furniture.
9. Reporting defects in footpath, repair and maintenance requirements as they arise on forms provided.
10. Toilet cleaning.
11. Cleaning mess facilities and stores.
12. Removal of fly tipping.
13. Replacement of consumable stores - soaps, towels, toilet rolls, light bulbs etc. in public conveniences and toilets.
14. Ensuring dog exercise areas are kept clean.
15. Removing dog faeces from paths, flower beds, lawns, shrubberies.
16. Quickly sweeping away bread deposits left by people feeding pigeons to discourage the birds.
17. Washing down statues, paving and treating with moss killer for Marshal Foch ceremonies at Lower Grosvenor Gardens.
18. Sweeping kickabout areas.
19. Cleaning shelters used as toilets by vagrants.
20. Dealing with stray dogs.
21. Sweeping up broken glass and smashed bottles.
22. Removing graffiti.

The list is an indication only of the environmental problems and duties that have to be dealt with and does not represent a complete list and the contractor shall deal with these and any others not listed as they arise.



CONTINENTAL LANDSCAPES LTD
 working in partnership with Westminster City Council

COMPLIMENT/COMPLAINT FORM

If you would like to comment on the garden please fill in the form below.
 Adding an address is optional. Please pass the completed form to a member of
 Continental Landscapes Ltd.

COMPLIMENT		COMPLAINT	
<i>Please tick as appropriate</i>		SITE:	
COMMENTS			
Name		Address	
Signature		Date	

Appendix 6 – Maintenance Request Form

Maintenance Request Form

Reference No:

To: Parks Contract Manager

Site:

Date: / /

The work detailed below is requested following an inspection as detailed (please tick appropriate box):

Client Site Inspection Reported by Contractor Health & Safety Inspection *

** If H&S Inspection attach H&S Insp. Rep. and fax immediately to Contract Manager (Maintenance)*

Location and Description of Work Required:

Signed:

Date: / /

Print Name: **Designation:**

Contractor:

For Client Office use only:

Date Received: / /

Sent to Consultant / Contractor: / /

Health and Safety related: YES / NO

Priority:

Carillion No:

Cost: £

Fee: £

Yellow Copy to Parks Contract Manager and White retained by Contractor

Appendix 8 – Contractors Proposals for Complying with the City Councils Environmental Charter

Environmental Policy

We have an environmental policy that is adhered to on all contracts, the aim being to protect and improve the environment wherever possible. A copy is enclosed at Appendix _____. Where possible this will be reviewed along with our Green Charter to reflect the City Council's Environmental Charter. The following text outlines how we hope to achieve this.

We operate a 'Green Charter' policy, which is implemented on all contracts. This not only sets out our aims and achievements, but indicates how we should try to improve the environment through our work practices.

A copy of the current Green Charter is enclosed at Appendix _____. As with all policies and procedures, this is continually assessed, modified and developed to ensure our impact on the environment is kept to a minimum.

Staff Training and Awareness

Whilst having an environmental policy sets out objectives, this can only be effective if it is implemented on our contracts. This requires all staff to be aware of its existence and how to achieve the objectives.

We do this in several ways. When staff commence work with us, they are all given induction training that covers a range of topics of which our environmental policy and procedures is one.

This is further addressed by six monthly refresher training on site and by continual monitoring by our supervisory and management staff to ensure employees are complying with the policy.

Waste Management and Recycling

Proposals *Introduction*

As a large grounds maintenance company, we see it as our duty to protect the environment and to minimise the effect that our work may have on the environment. To this end, we have developed a Green Charter that is adapted company-wide and goes much further than simple waste management and disposal.

Turning to the issue of waste management, a grounds maintenance contract such as this one, produces large volumes of waste material throughout the year, all of which has to be dealt with in the most efficient and effective manner.

Continental Landscapes Limited is committed to waste recycling whenever feasible, because it not only reduces the high cost of waste disposal, but also is friendly to the environment.

In order to achieve this aim, it is our intention to implement the following strategy, which is already in operation on a number of similar sized contracts. We intend to:-

- Recycle all tree brash and shrub prunings by chipping and composting for a minimum period of six months and utilising the end product for mulching of shrub and rose beds and as a soil

conditioner where feasible.

- Segregate tin cans and bottles for recycling through respective outlets.
- Use waste skips to dispose of rubbish and waste materials that cannot be recycled.
- Stack timber in suitable sections for re-use by appropriate timber merchants where it can be used for pulpwood or similar products.
- Shred waste paper collected from offices and send it via suitable recycling companies for re-use. Provision of collection boxes in offices will be utilised for this service.
- Collect plastic trays and pots from bedding plants and pass these on to suitable organisations for re-use rather than allowing them to be destroyed via landfill.

These functions will be co-ordinated and controlled via a central contract depot, which will be used for the segregation of materials and the establishment of separate bays for the storing and composting of the relevant products.

Waste skips will also be provided at this depot for disposal of material not suitable for recycling.

We have detailed the main areas where waste can be recycled, but there are further steps which can be taken, both to safely dispose of waste materials and to re-use items from the contract. Examples of these ideas are described in detail below.

1. Pesticides

As a Company, we advocate the use of CDA products to reduce the need to mix chemicals with water, which avoids user contamination and spillages. CDA methods also eliminate waste spray materials that result from over-mixing when using knapsacks, and this avoids the need to establish safe methods for disposal of such waste.

Empty containers from CDA spraying are stored safely on site and returned to the manufacturer for safe disposal, which again eliminates the risk of contamination at site. It is our policy not to burn or bury such waste containers.

2. Tree Stakes/Guards

During routine immature tree maintenance works, the removal of supporting stakes and protective tree guards is undertaken. Rather than disposing of such items to landfill sites, we carefully remove each item so that it can be used again, providing it is in good condition.

3. Scrap Metal, etc

Scrap metal, batteries and old machinery parts are disposed of through scrap metal merchants to ensure safe disposal and allow the possibility of recycling where appropriate.

4. Waste Oil

Waste oil is stored at our workshops in appropriate containers and passed to specialist companies who deal in reclaiming this product. This avoids contamination of landfill and watercourses.

The combination of these waste control methods, we feel, has a twofold advantage in that it allows materials to be recycled, thus reducing the demand on the environment, and it minimises the material having to be disposed of through landfill sites, which is a costly and finite resource.

Protection of Scarce Resources

Through our company Green Charter and the methods we employ on contracts, we endeavour to protect scarce resources and use environmentally friendly alternatives whenever possible. For example, we:-

- Avoid the use of tropical hardwoods unless proven to be from sustainable forests. Such products would be used for seat repairs.
- use alternatives to peat based composts for bedding plants, shrubs and trees whenever feasible
- recycle and re-use products whenever possible to reduce the drain on resources, i.e. recycled paper

These steps are only a start, and need to be continually monitored and developed to ensure our work is as environmentally friendly as possible.

Noise Pollution

As detailed in the Green Charter, where possible we would seek to keep to a minimum the noise element of the company's operations. Where we carry out operations that by their very nature are particularly noisy, we would seek to carry out such operations at times that cause the least inconvenience.

Noise levels in society are increasing to an unacceptable level, and we raise the awareness of all members of staff on the problems of noise and the part they can play in reducing noise levels. This can be as simple as identifying immediately when a fault on an item of equipment occurs which increases the noise level, to not revving vehicle engines unnecessarily.

All machinery purchased is bought with consideration to factors such as noise pollution, all current tractors and lawnmowers (the majority of machinery) conform to the current mandatory requirements for tractors and lawnmowers.

Tractor operator directive	77/311/EEC
Tractor bystander directive	74/151/EEC
Lawnmower directive	84/538/EEC
Lawnmower (operator's ear) directive.	88/181/EEC

In addition to this, the following working practices contribute to reducing noise pollution and these are enforced on all our contracts:-

6. Working in sensitive areas only at specific times of day to minimise disruption to the public. For instance, only operating adjacent to housing areas between the hours of 08.00 and 17.00 Monday to Friday, and avoiding weekend work unless it is an emergency.
7. Regular servicing and maintenance of all equipment.
8. Instructing and training staff in correct machinery operation. Avoiding over revving of an engine reduces noise output and is often unnecessary, the same amount of work being completed at a slower engine speed, e.g. this is applicable to strimmers, hedgecutters and ride-on mowers.

9. Ensuring all new equipment complies with EU regulations and has CE approval confirming it has met stringent guide-lines.
10. Instructing our staff in how to behave on site, not shouting and using personal radios. Likewise, not to operate vehicle radios at high volume regardless of where they may be.

The combination of these measures, along with regular review and upgrading as necessary, will ensure we minimise the effects our contract operation will have on the environment.

Air Pollution

As detailed in our Green Charter, where possible we seek to keep to a minimum the effect on air quality of our company's operations. Our vehicles and machines are bought following consideration of the effects on the environment of running such vehicles.

Continental Landscapes Limited has a policy of generally running commercial vehicles for four / seven years where practicable, and / or a limited annual mileage. Whilst this is an economic decision, it also ensures that we do not continue with old diesel engines that can cause air pollution.

We also comply with the following policy where feasible:-

- We use unleaded petrol engines on all petrol vehicles
- We use unleaded petrol in small machinery
- Where possible, diesel engines have been purchased in the past. This policy is currently under review in the light of recent findings regarding diesel engine pollution.
- We purchase small petrol machines fitted with catalytic converters where available, i.e. chainsaws and pedestrian rotary machines

Water Pollution

There are a number of measures that can be taken to reduce or eliminate the risk of water pollution that we already implement on existing contracts. Examples of these are:-

8. Only using CDA chemicals such as herbicides to avoid the need for mixing with water, not having to rinse out containers and not having to dispose of surplus spray mix. All of these operations provide the potential to contaminate water and CDA's are an effective way of avoiding this.
9. Correct storage of chemicals, fuels and oils using suitable storage units and tanks, e.g. chemsafes and diesel tanks with appropriate bund walls. Should there be a leakage from the containers, the units retain the spillage and prevent potential water contamination. It is also essential to locate the storage units away from watercourses and drains to avoid possible contamination.
10. If the unfortunate event of a chemical, oil or fuel spillage occurs, it is essential to have the correct absorbent materials available to deal quickly with the spill, and avoid contamination spread. Once the spill has been absorbed, all contaminated material is then placed in bags for safe disposal through licensed waste disposal contractors.
11. Waste oil is disposed of through appropriate companies that specialise in reclaiming such

products. This eliminates the risk of the materials being sent through normal waste disposal channels.

12. From an environmentally friendly view point, the use of alternative methods to chemical weed control can be implemented to reduce the use of herbicides and minimise the risk of water contamination, i.e. mulching of shrub, rose and flowerbeds, and the use of geotextile membranes in similar situations.
13. Where herbicides have to be used, contact or translocated products can be used instead of soil acting residuals, i.e. Glyphosate in place of Diuron. This avoids the possibility of leaching of the chemical into the watercourses.
14. Fertilisers of an organic nature rather than inorganic can be used to reduce the risk of nitrate leaching into the water.

These methods are a start to reducing water pollution, but as with all our systems, are continually monitored and reassessed to ensure they remain effective and up-to-date.

Environmentally Compatible Materials, Equipment and Vehicles

Many of the materials, methods of operation and equipment listed in the previous sections on noise, air and water pollution highlight those items compatible with the environment. To summarise, these are as follows:-

9. Vehicles and equipment will run on unleaded petrol or diesel and will not normally be more than seven years old.
10. Where possible, we use electric powered vehicles or those that run on LPG, but this is dependent on location and availability of the fuel source.
11. Herbicides will normally be non-residual and provide minimum risk to the environment, i.e. Round-up Pro Biactive.
12. Fertilisers, where possible, will be of an organic nature to minimise nitrate leaching.
13. Shrub and flower borders will be mulched, where permitted, to use this by-product in an environmentally friendly way at the same time reducing the use of herbicides.
14. Oils for machinery will be of a bio-degradable vegetable derivative to reduce pollution.
15. Any timber used will be from a renewable source
16. Where feasible, plants will be grown and supplied in peat free composts using alternative by-products such as bark or cocoa-shell.

The above list identifies systems which are in place now, and whilst not exhaustive, these systems are continually monitored for improvements whenever possible.

DOCUMENTS THAT WE BE AVAILABLE ON REQUEST

Habitat and Bird surveys are being carried out during 2009

Example Copy of contractors Annual Report

Example Copy of Contractors Monthly Report

