




Paddington Recreation Ground

EXECUTIVE SUMMARY REPORT - PARK MANAGEMENT PLAN 2020 – 2024

This plan includes all areas excluding sport only dedicated facilities



Issued 26th March 2020

EXECUTIVE REPORT

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EXECUTIVE SUMMARY

- From its official emergence in 1893 under the Paddington Recreation Ground Act the site has always been a leader in multi-functional usage and has witnessed sporting legends make home to the facilities here. Today Paddington Recreation Ground is the largest open space in Westminster and has been consistently developed under a simple vision...

"To develop Paddington Recreation Ground as a beacon of the successful integration of Physical Activity, Sport, Leisure, Wildlife and Outdoor Learning in London"

- Under this vision it has driven forward a progressive agenda backed up by significant investment to improve the park user experience to become a unique space for the capital. It offers a blueprint for the successful management and integration of multi-functional park user experiences. In doing so over the last 10 years it has grown park visitors numbers from 800,000 to over more than 1.4 million in 2019.
- A progressive programme of investment over £1m in the last 7 years has developed the vision for the park into a stronger reality, setting a benchmark and blueprint for many to follow. It has secured many accolades in the last 5 years including a gold medal at London in Bloom and a consistent Green Flag Award.
- The site sits in an area of local importance for nature and the work that has been done on the outdoor learning and education services attracted visits from The Duchess of Cambridge in both 2018 and 2019. Paddington Recreation Ground continues to inspire the Duchess' early years agenda and was the inspiration for her Back to Nature and Blue Peter campaigns.
- The progressive removal of restrictive signage and practices is providing a bright future to develop the park further integrating multi-functional spaces which reinforce the vision of the park. An ambitious agenda coupled with a bold improvement programme over the next 5 years will ensure this space continues to work within and contribute to an ambitious Westminster Strategy confirming Paddington Recreation Ground as a key destination for Westminster residents and huge number of visitors from outside of the borough.
- The site is managed and developed under a strong partnership model between Westminster City Council and Everyone Active supported by many specialist partners all of whom who work tirelessly to make this a special place for residents. The vision and plans for the site could not be developed without the wider support of Westminster and in preparing this plan our thanks go to in Westminster's Policy section, Tree section and Sayers Croft.

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WCC Physical Activity Leisure and Sport

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Everyone Active Westminster Contract Manager

PURPOSE OF THIS PLAN

This plan is part of an annual management process and is updated each year to reflect that year's priorities and Westminster Council policies.

It is intended to be used in 3 ways:

1. To manage the park - all areas except sport and leisure facilities

- It is a live document that is used on a regular basis to guide activity, to check priorities and allocation of resources, to inform individual and team priorities and investment. It is the key document used for the Paddington Recreation Ground (PRG) leadership meetings.

2. To induct and inform employees, partners and stakeholders

- A repository of relevant information on past history, current status and future plans

3. As a basis of submission for the Green Flag process

- It is submitted every second January as part of the Green Flag formal judging process.

GLOSSARY OF TERMS (1 of 2)

Genus - a principal taxonomic category that ranks above species and below family, and is denoted by a capitalized Latin name. A class of things that have common characteristics and that can be divided into subordinate kinds.

Species - a group of living organisms consisting of similar individuals capable of exchanging genes or interbreeding. The species is the principal natural taxonomic unit, ranking below a genus and denoted by a Latin binomial. A group subordinate to a genus and containing individuals agreeing in some common attributes and called by a common name.

Habitat - the natural home or environment of an animal, plant, or other organism.

Biological systems - relating to biology or living organisms in a set of things working together as parts of a mechanism or an interconnecting network; a complex whole.

Xyllela fastidiosa - is a plant pathogen (Disease), and is transmitted exclusively by xylem fluid feeding sap insects. It has a very wide host range: as of 2015, its host range was currently in excess of 560 plant species, with 312 species confirmed via two different detection methods, in 82 botanical families. The vast majority of host plants remain asymptomatic, making them reservoirs for infection.

Biosecurity - procedures or measures designed to protect the population against harmful biological or biochemical substances.

Ecology - the branch of biology that deals with the relations of organisms to one another and to their physical surroundings.

Fauna - the animals of a particular region, habitat, or geological period.

Foraging - obtain (food or provisions) by searching.

Coppicing - cut back (a tree or shrub) to ground level periodically to stimulate growth.

Glysophates - commonly known by its original trade name Roundup (manufactured by Monsanto), is the world's most widely used herbicide (weedkiller). It has been found to be probably carcinogenic in humans and to have adverse effects on earthworms, beneficial insects and bees.

Swell Gel - is a free-flowing granular material, that is simply mixed with your preferred growing media. When irrigation or rainfall occurs, the SwellGel granules are activated and expand into thousands of self-contained 'reservoirs', each absorbing hundreds of times their own weight of water. The developing plant roots quickly grow right into, and though, these SwellGel 'reservoirs', thus gaining access to almost 100% of the stored water.

GLOSSARY OF TERMS (2 of 2)

Benchmark - a standard or point of reference against which things may be compared.

Ad hoc - created or done for a particular purpose as necessary.

PALS – Acronym for Physical Activity, Sport and Leisure (PALS) a division within Westminster City Council and responsible for the areas in its title.

Councillor surgery – are sessions open to members of the public who want to obtain information and advice, make a complaint or enquire about services that the Council provides.

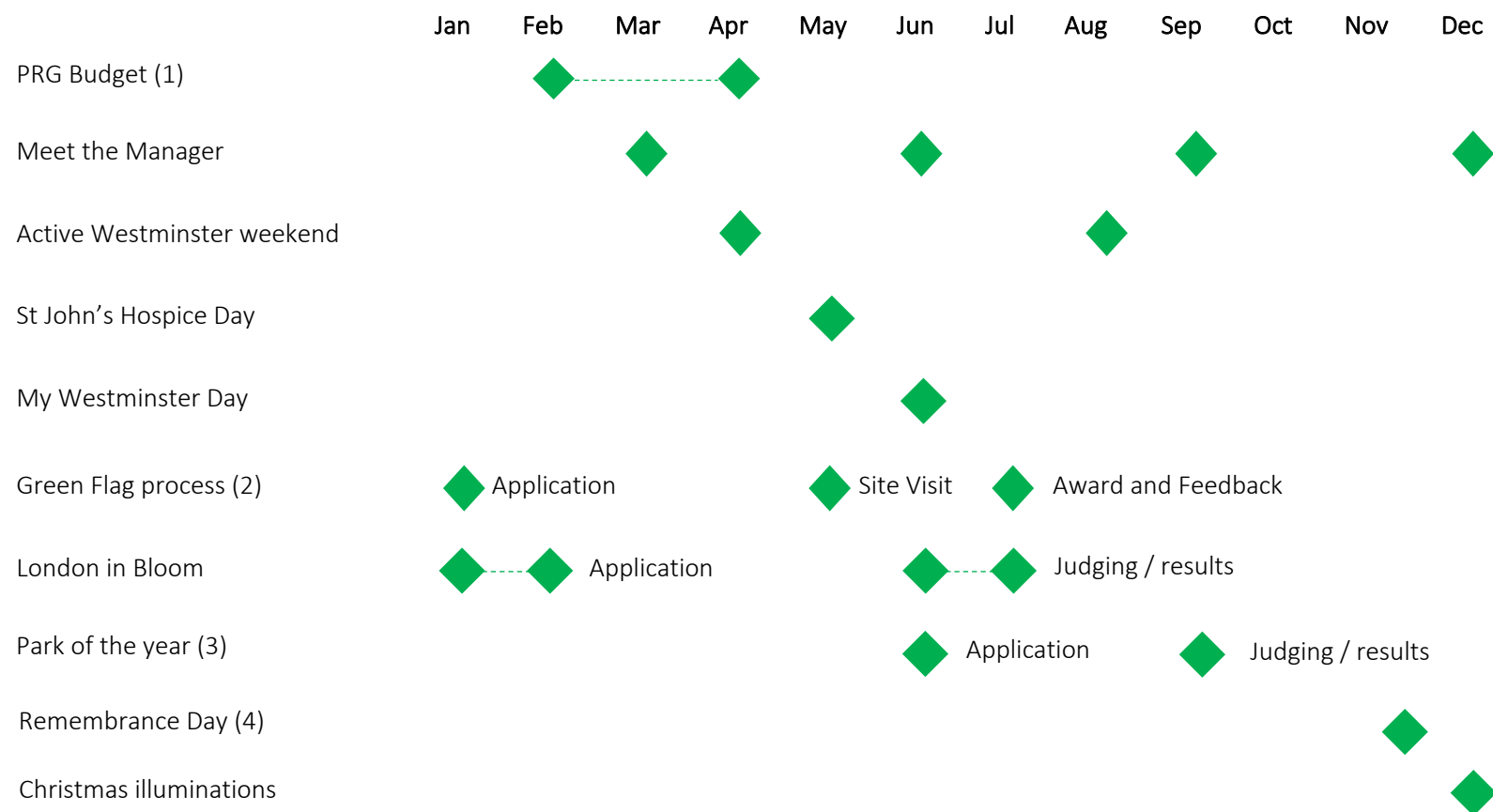
Public Realm - The public realm is commonly defined as any space that is free and open to everyone. It can be described as 'the space between and within buildings that is publicly accessible, including streets, squares, forecourts, parks and open spaces

Hybrid Pitch Surfaces - Hybrid grass or reinforced natural grass is a product created by combining natural grass with synthetic reinforcing fibres

Defib – Short for defibrillator. An apparatus used to control heart fibrillation by application of an electric current to the chest wall or heart.

Stakeholder - a person with an interest or concern in something, especially a business. Denoting a type of organization or system in which all the members or participants are seen as having an interest in its success.

1. PRG Annual Calendar – Key Dates



NOTES

1. Westminster Council also send accounts to the Charity Commission every year
2. Management plan and form submitted every 2 years for green flag award, mystery visits otherwise – next management plan submission Jan 2021
3. Via Parks Alliance and based on a public vote
4. Events in Rose Garden

1. Stakeholders and Community Involvement

Involvement	What is the aim	When
1. Customer Comments / Feedback process	To get customer feedback, via our feedback forms and action (where necessary and feasible) them as per our 'You Said we did' process.	Monthly
2. Meet the Manager Sessions	Invite users of the park to meet the management team and get an update on all things Pad Rec and air any issues	Quarterly
3. Events Programme - including Open Weekends	To involve and engage the community at PRG through specific events	Ad hoc through the year, changes annually
4. Work Experience Programmes	To provide work experience in the world of leisure to those aged 16yr + for local schools, colleges and universities.	As and when requested
5. Public consultations	These are led by WCC	At the direction of WCC
6. Councillor surgery	Regular but not specific to PRG though there can be PRG topics raised at the PRG cafe	First Saturday of every month
7. Open Forums	Public can add questions online and then attend meetings – topics are broader than PRG but anything relevant provided to PRG	Every 2 months
8. Community Policing	This includes school officers and is also linked to the Prevent Strategy	Monthly
9. Local Maida Vale Ward Meeting	GM attends meeting	Quarterly
10. Westminster Survey	Survey includes PRG to get a view on priorities for residents	Annual

2. To Monitor: Westminster Strategy, Policy and Actions relevant to the PRG plan

The PRG Management plan considers wider Westminster strategy, policies and action plans.

- Any new documents or ongoing work must be reviewed each year. Relevant sections or activities should be recognized and built into the action planning and context for activity at PRG.
- The main way that PRG is updated on what documents and activity is relevant is via the Greener City Action plan which is managed by a group that meets regularly. **This is attended consistently by a representative of the PRG management team.**
- A summarised list of the current relevant documents that must be referenced by the PRG management are included in this section (See below and over page). **A soft copy file of all these documents is maintained by PRG.**

TITLE	SUMMARY OF DOCUMENT	Specific Pages	Date Published
Westminster City Council - City for All 2018 /19	<ul style="list-style-type: none"> Small booklet which covers healthier and greener city Covers some specific high level targets for Westminster NOTE: These are being developed further now under 3 key themes: <ul style="list-style-type: none"> - Cleaner, Greener and Safer - Thriving Communities - Smart City 	13	2018
Greener City Action Plan 2015 - 2025	<ul style="list-style-type: none"> Plan which addresses all aspects including open and green spaces Describes priority areas for a greener city and sets out specific future plans for this in more detail than City plan and City for All plan NOTE: This is being developed and updated with City for All 	28 - 31	2015
Westminster City Plan 2020 - 2040	<ul style="list-style-type: none"> City plan which covers the Green Infrastructure Sets out general priority areas and some measurements relating to open spaces and green infrastructure 	132 - 139	2019

2. To Monitor: Westminster Strategy, Policy and Actions relevant to the PRG plan

TITLE	SUMMARY OF DOCUMENT	Specific Pages	Date Published
Westminster City Council - Environmental policy	<ul style="list-style-type: none"> Short two page document covering the policy (as part of the City for All) 	1-2	2015
A Partnership Approach to Open Spaces and Biodiversity in Westminster	<ul style="list-style-type: none"> The Biodiversity Action Plan (BAP) is an internationally recognized program addressing threatened species and habitat and is designed to protect and restore biological systems There are regional, county and local BAPs. The UK's new Biodiversity Action Plan launched in 2007. This document is the Westminster full action plan on biodiversity and open spaces. It is considerably more detailed than the City and Greener Plans and will inform bio-diversity and ecology actions at PRG. It does not contain objectives for Landscape Contractors given maintenance of parks and PRG is outsourced. NOTE: This is being developed further now 	24 - 35	2019
Active Westminster 2018 - 2022	<ul style="list-style-type: none"> Active Westminster gives background on the strategy for maximising the use of open spaces and parks for physical activity, leisure and sport. This document informs the recreation and leisure elements of the PRG Park Management plan. 	18 – 27	2018
Westminster Way Public Realm Strategy Adopted 2011	<ul style="list-style-type: none"> A document to set out specific design and planning guidelines –pages highlighted cover open spaces, trees and lighting. Other areas should be referenced as necessary for guidelines. This is still a used document. 	53 - 74	2011
Trees and the Public Realm – A tree strategy for Westminster	<ul style="list-style-type: none"> Sets out all the information and details for trees across London. To be read in conjunction with the document in the table below and sets out the tree strategy for Westminster. Referenced in the Westminster City Plan 2019 – 2040. 	1 - 114	2011
Trees and Other Planting on Development Sites	<ul style="list-style-type: none"> Sets out guidelines and operational details on trees To be read in conjunction with the document in the table above and sets out the tree strategy for Westminster. Referenced in the Westminster City Plan 2019 – 2040. 	1 - 33	2004

3. To Note in actions: Paddington Recreation Ground Policies

Activity at Paddington Recreation Ground is governed by two official documents:

1. The Paddington Recreation Ground Act 1893
2. Westminster Councils Policy and Procedures, such as Parks and Open Spaces Byelaws

As set out in the Active Westminster strategy 2018-2022; High quality streets, parks and spaces can and should encourage, facilitate and enable physical activity by default and well design spaces should be flexible and support a range physical activity, leisure and sport. Through this strategy, we really want to focus our attention towards less traditional spaces, which are often more attractive and accessible for those currently not participating in any form of physical activity, leisure and sport. We are committed to: Ensure Sport England's Active Design guidance is used in the day to day work of our planners, urban designers and health professionals. Ensure the ten Active Design Principles are grounded in the promotion of a healthy community, as expressed within the National Planning Policy Framework from the Department for Communities and Local Government.

This has resulted in the removal of restrictive signage and byelaws such as 'No Ball Games' and 'No Cycling' to create a more permissive and supportive environment for physical activity, leisure and sport, wherever possible and where appropriate. It's important to note that the commitment to removed restrictive signage is also set out in the Biodiversity and Open Spaces strategy. Additionally, through our new City Plan 2040, we will look to ensure that planning guidance and principles, build in physical activity and becomes the preferred choice – particularly for our children, young people and families;

We are developing a Playing Pitch Strategy (PPS), Built Facilities Strategy (BFS) finalising the Local Football Facilities Plan (LFFP) – these are a direct result of Sports England's initial feedback on the Councils City Plan 2040, which required us to develop the PPS & BFS strategies, which will also highlight the work on the 'No Ball Games' policy.

UN Convention on the Rights of the Child - Article 31 states that countries must “recognize the right of the child to rest and leisure, to engage in play and recreational activities appropriate to the age of the child and to participate freely in cultural life and the arts.” General Comment 17 further clarifies that governments are expected to ‘respect, protect and fulfil’ this right. Following the publication of the Sport and Recreation Alliance's – Why are we failing Our Children? Report in Summer 2018, they have launched a call for government to give every child the fundamental #RightToBeActive by: Establishing a new law requiring councils to provide all children with the opportunity to be active and to coordinate and promote physical activity across everything they do;

3. To Note in actions: Paddington Recreation Ground Policies continued

Creating a long-term, properly funded and child-focussed strategy to transform the physical and mental wellbeing of our children; Introducing new legislation to make it a requirement for government ministers and public bodies to put the United Nations Rights of the Child, the right to play and lead a healthy life, at the heart of decision making. Play England's - submission to Draft London Plan Consultation on the 1st March 2019 stated: "We would also propose an additional policy line, that challenges the use of 'negative signage for recreation' – specifically 'No Ball Games' signs and associated signage. The social and cultural implications of such signage can lead to a substantial, negative impact on engagement with play, physical activity and sport."

Westminster and PRG have therefore developed a more permissive and supportive environment for Park users. Amended byelaws stated:

- a) Ball games are not prohibited under the Council's Parks and Open Spaces Byelaws
- b) Cycling is only prohibited "except in the exercise of any lawful right" (8 ii of the Parks and Open Spaces Byelaws)

PRG Act - Clause 10 - references Cycling specifically: "ground may be set apart and maintained for the purpose of cricket, football, lawn tennis and cycling or other lawful games"



3. To Note in actions: Everyone Active Operating Plans

Everyone Active has normal operating plans (NOP) and Emergency Action Plans (EAP) which cover the operational activity at PRG and these are:

Normal Operating Plans

NOP 1	Details of the Building
NOP 3	Potential Risk
NOP 4	Dealing with the Public
NOP 6	Systems of Work
NOP 7	Operational Systems
NOP 8	Detailed Work Instructions
NOP 9	First Aid Supplies and Training
NOP 10	Details of the Alarm Systems and any Emergency Equipment, Maintenance Arrangements
NOP 11	Conditions of Hire to Outside Organisations

These are contained in the quality management document and are available for all staff to read.

Emergency Action Plans

EAP 1	Serious Incident Management
EAP 2	Emergency Evacuation of the Building– Outbreak of Fire (Fire Alarm)
EAP 3.1	Security Incidents - Emergency Evacuation Bomb Threat
EAP 3.2	Security Incidents - Finding or Receiving a Suspect Package,
EAP 3.3	Security Incidents - Lone Attacker, Knife or Marauding Terrorist Attack
EAP 3.4	Security incidents - Dynamic / Security Lockdown
EAP 4	Emergency Evacuation of the Building – Escape of Hazardous Substances
EAP 5	Emergency Evacuation of the Building – Structural Failure
EAP 6	Controlled Evacuation of the Building – Lighting Failure
EAP 7	Controlled Evacuation of the building – Flooding
EAP 9	Serious Injury (Dry Side)
EAP 10	Lift Entrapment
EAP 12	Overcrowding
EAP 14	Disorderly Behaviour (including violence to colleagues)
EAP 15	Robbery
EAP 16	Lost and Found Children
EAP 17	Assistance Alarm Activation
EAP 18	Not Issued
EAP 19	Identifying and Responding to Safeguarding Concerns about a Child
EAP 20	Identifying and Responding to Safeguarding Concerns about an Adult

4. Paddington Recreation Ground: Map of Key Park Zones



TOTAL 5.15 acres

- Zone 1 – The Village Green (4.75 acres)
- Zone 2 – The Bowling Green (0.4 acres)

TOTAL 11.75 Acres

- Zone 3 – The Bandstand (0.17 acres)
- Zone 4 – The Rose Garden (1.6 acres)
- Zone 5 – The Forest Garden (0.5 acres)
- Zone 6 – The Bluebell Glade (0.4 acres)
- Zone 7 – Randolph Avenue Entrance (0.26 acres)
- Zone 8 – The Ornamental Bedding Garden (0.26 acres)
- Zone 9 – The Glade (1.2 acres)
- Zone 10 – The Cafe (0.2 acres)
- Zone 11 – The Playground (1 acre)
- Zone 12 – The Wildlife Garden (1 acre)
- Zone 13 – Track Surrounds (1.3 acres)
- Zone 14 – Cycle Park (0.5 acres)
- Zone 15 – Dog Exercise Area: Carlton Gate Entrance (0.18 acres)
- Zone 16 – Carlton Gate Entrance (1 acre)
- Zone 17 – Horticultural Yard (0.2 acres)
- Zone 18 – Hedging and Park Boundary (Grey zones - 2 acres)

Sport facilities are shown outlined in red - 10 acres - and are not part of the scope of this plan.

Numbers shown in Red Boxes are Trim Trail Stations

4. Actions by Key park Zones 1-6

ZONE 1 VILLAGE GREEN

1. Improve drainage on the pitch area (could simultaneously improve the quality of the grass)
2. Increase lawn maintenance to include annual feeding and health programme
3. To improve the cricket pitch surface
4. Assess hybrid pitch surfaces
5. Full pathway refurbishment

ZONE 2 BOWLING GREEN

1. Upgrade bowling pavilion facilities to enable wider usage

ZONE 3 THE BANDSTAND

1. Create a programme of events for the bandstand and advertising plan
2. Review bedding scheme around bandstand
3. Review the listing process with English Heritage or Heritage Park to assess pros and cons and likelihood of a successful application
4. Implement any condition survey findings

ZONE 4 THE ROSE GARDEN

1. Pergola structures to be replaced with new wiring and climbing plants
2. New planting plan to include Roses, Perennials and Bulbs – possible Physic / Apothecary garden / accompanying signage
3. York stone pathway to be refurbished
4. Review seating / furniture in this area
5. Consider lighting and extending CCTV
6. Annual Remembrance event formalised into the PRG calendar, local groups to be engaged
7. Review tree canopy with Tree section

ZONE 5 THE FOREST GARDEN

1. Plan and implement changes to the space in order to facilitate Sayers Croft moving over 50% of all participants 3,750 from Sept 2020, reception, years 1 and 2.
2. Create new exit / entry onto the village green
3. Improve the signage directing into the space and around the park (Signage project) and signage in space reference Royal Visit

ZONE 6 THE BLUEBELL GLADE

1. Refresh understorey planting (Native British) and the willow arches that failed to establish
2. Annual canopy management of trees via Tree Section (will also aid willows)
3. Coppice 1/3 shrubs annually every 3 years
4. Add bee, bat and bird habitats (boxes and bug houses)
5. Improve the signage directing into the space and around the park (Signage project) and signage in space reference Royal Visit

4. Actions by Key park Zones 7-12

ZONE 7 RANDOLPH AVENUE ENTRANCE

1. Agree a broader makeover of the zone which extends to exterior of park and include: bollards, pathways and main gate (e.g. PRG name and date)
2. Investigate options into relocate and repurpose listed telephone box at the entrance e.g. library in the Rose Garden
3. Remove shrubs around pleached trees and selected shrub replacement
4. New planting plan for area

ZONE 10 THE CAFE

1. New planting under cherry/ lime trees
2. Seasonal bulbs under plane trees e.g. nerines, cyclamen, dry shade ground cover
3. Furniture to be checked over / bolts tightened and check continuing usefulness of the furniture to interior refurbishment schemes.
4. Replace doors to the café (accessibility)
5. Consider outdoor space usage to create extra seating e.g. relocate planters and remove railings
6. Addition of a conservatory to front of café

ZONE 8 THE ORNAMENTAL BEDDING GARDEN

1. New planting scheme for the raised bed areas (perennials)
2. More themed bedding displays annually
3. Benches to be replaced
4. Add CCTV and lighting

ZONE 11 THE PLAYGROUND

1. Get signage up for guide dogs welcome and new signage in space (part of larger signage project)
2. Complete extension to space – mini area
3. Add extra swings and other items to area
4. Review mix of equipment after 2 years with user feedback to support
5. Assess need for more lighting based on user feedback
6. Review gates and consider replacement with self closing gates all round zone

ZONE 9 THE GLADE

1. Implement new gym extension planting scheme of new trees to rear of the gym and hedging – enable establishment
2. Reinforce the bund wall which holds back the soil profile for walkway along top of glade space
3. Target space for new trees quantity and species to be determined
4. Add / replace metal shelter by pathway with mini bandstand feature

ZONE 12 THE WILDLIFE GARDEN

1. Add bird, bat and bee habitats
2. Increase butterfly habitat
3. Add water feature - brook
4. Link PR and publicity into national events such as big bird and big butterfly counts
5. Move the Sir Simon Milton Garden into this space and translate into quiet, managed garden
6. Signage in space reference Royal Visit 2018/2019

4. Actions by Key park Zones 13-18

ZONE 13 TRACK SURROUNDS

1. Assess any Autumn / Winter storm risk trees and remove (with tree section) - e.g. cracked willows
2. Target space for new trees quantity and species to be determined
3. Assess implications of zone 14 development into this area
4. Consider the implications of a viewing stand constructed by the tracks

ZONE 14 CYCLOPLAY

1. Zone enlargement and redevelopment to implement a CycloPlay: A cycle training space with a wider diversity and nature feature for the park

ZONE 15 DOG EXERCISE AREA - CARLTON GATE

1. To understand usage and requirements of current space
2. Design and implement new improved dog exercise space

ZONE 16 CARLTON GATE ENTRANCE

1. Parking machines to work
2. Signage upgrade on the roundabout – re-spray PRG 1893 signage before rust sets in – change colour?
3. Add cycle racks / electricity charging points
4. Remove gate into park and add collapsable bollards
5. Active travel plan on website

ZONE 17 HORTICULTURAL YARD

1. Extend outdoor classroom into one of the sheds – this are to become part of The Wildlife Garden
2. Increase the amount of waste composted (See Environmental Management section of plan)
3. Implement Health and Safety improvements to yard and building
4. Upgrade colleague facilities
5. Update lighting to LED

ZONE 18 HEDGING AND PARK BOUNDARY

1. Shrubs reaching end of lifetimes – phased shrub replacement to improve biodiversity
2. Bats, birds and bee habitats
3. Improve in sections the full park boundary – including hardscaping
4. Target space for new trees quantity and species to be determined

5. Tree Action Plan - Next 5 years

OWNER: Head of Landscape and Security with Westminster Tree Section

KEY PRINCIPLE

Tree section advises that no healthy tree should be removed unnecessarily, and any removals are to have a clear case presented.

WORKING TOGETHER

1. PRG has an important role in wider Westminster tree management.
 - a. The PRG management plan and tree section will be communicated and agreed with WCC Tree Section.
 - b. Works to be closely coordinated over next 5 years and beyond.
 - c. In the next 5 years to develop and share a Landscape Strategy which determines the role and type of trees in each of the 18 zones and in a larger framework. This to include all the benefits of trees in particular the quantitative impact of PRG trees on carbon sequestration, canopy and cooling effect.
2. PALS (Physical Activity, Leisure and Sport) to request:
 - a. In 2020 and every three years thereafter: the database tree survey data from WCC tree section to assess progress.
 - b. Annually: the planned programme of works at PRG each year from WCC tree section and Gristwood and Toms

TREE NUMBERS

3. An increase in number of total trees will continue to be a specific goal.

Note that it is likely that once this strategy is implemented over the next 5 years future tree planting numbers is likely to be replacement only with a net zero impact on tree numbers. Tree numbers can then only be increased with further open space being made available.

4. 5% of all trees in PRG may need to be replaced in the next 5 years (total 30 trees as per the locations identified in the tree survey data). To be assessed on a case by case basis as per locations.

GENUS AND SPECIES MIX

5. Biodiversity in Genus and Species mix of trees has stayed consistent over the last 10 years. An increase in the number of genera and species of trees will be a specific goal. We expect this to rise in the next tree survey. This will benefit both fauna to the park and dilute the pest and disease risk to the tree population. Replacement and new tree planting should broaden the current dominant genera and species.
6. London Plane trees have obvious dominance in the species mix, they provide visual enjoyment to the park and they have long lifetimes. Identify specific London Planes and locations for the future planting to improve the distribution of species age and maturity.
7. In the park there are many large, mature trees with long lifespans and large canopy spreads. New park trees (excluding London Plane trees) over the next 5 years will be chosen with a preference for:
 - a) Small or medium trees, with a shorter lifespan
 - b) Species that have leaves, flowers or berries which benefit fauna, in particular, birds, bees and insects.
 - c) A preference for, but not exclusively, British Native and Cultivars
 - d) Trees with a natural resistance to Pests and Diseases, or not known to be affected by most significant Pests and Diseases identified in this plan.

Tabular data on existing Genera and Species should be used to make choices for new or replacement trees.

6. Ecology and Biodiversity Action Plan - Next 5 years

OWNER: Head of PALS / General Manager

1. Ensure coordination with a dedicated representative from the management team into the wider Westminster policy. Currently titled and being developed as: A Partnership Approach to Open Spaces and Biodiversity in Westminster.
2. Collect systemic ecology and biodiversity data for PRG to be able to set objectives for flora and fauna. Agree best option for PRG data collection over the next 5 years informed by the following ways:
 - a. Via volunteers and Citizen Science for PRG
 - b. 3rd party specialist specific to PRG
 - c. Collaborating with other initiatives for data collection and monitoring across wider Westminster or Greater London:
 - Wild West End
 - Royal Parks
 - GIGL and Greater London Parks
 - London Wildlife Trust Consultancy
3. Continue to develop zones within the park that can contribute to biodiversity and fauna habitats in addition to other functional uses. Target new zones for improved habitat, specifically zones 13, 14, and 18. A further 2.5 acres and 10% of site space in addition to current 7%.
 - a. Zone 14 – Cycle Park (0.5 acres)
 - b. Zone 18 – Hedging and Park Boundary (all striped zones - 2 acres)
4. Good diversity of tree species supports fauna and a wide range of insects (See section 5 – Tree Management). Ensure that all new planting (trees and flora) includes a description of the proposed impact on PRG fauna and insect species.
5. Review park elements and set operational agreements for nature e.g. related to Lighting in the park on a zone by zone basis, due to impact on bats foraging at twilight.
6. Add further bat, bird and bee boxes in zones 5, 6 and 12 and new target habitat zones
7. Review Grounds Maintenance contracts for PRG to assess how ecology and biodiversity objectives are operationalized with partners and how this links with any monitoring and baseline data.

7. Outdoor Education and Learning Action Plan - Next 5 years

OWNER: Head of Sayers Croft and Lead at PRG

1. Continue with the current staffing model which is at full capacity at PRG to meet the annual participant target of 7,500 participants.
 - a. Identify at PRG how many are unique participants so that PRG might report more accurately on the 'Little Green Giants' target into the Greener City Action Plan.
2. There is no headroom in the current staffing model at 7,500 participants and all classes are fully booked for 2019/2020.
 - a. Sayers croft to identify how many day courses should be moved to PRG.
 - b. Review when/if and how best to plan in any day courses moved from Sayers Croft Surrey to PRG.
3. Ensure all annual PRG outdoor education and learning data is tabulated with consistent headings and titles to enable analysis e.g. age profiles to be more specific where possible.
4. Reduce burden on each habitat area and allow recovery of the spaces by splitting the year groups into different zones:
 - a. 50% of visitors - Nursery, reception, year 1 into Zones 5 and 6
 - b. 50% of visitors - Years 2 to 6 in zone 12
5. Specify what further regeneration requirements are needed in zones 5, 6 and 12 at PRG in order to facilitate the most effective outdoor learning programmes noting point 4 above and key zone plans and other action planning.
6. Involve all PRG outdoor education and learning users in habitat conservation and recovery at PRG as part of their curriculum / sessions.
7. Create a timetable for the number of number of days to be used in each zone and share with the horticultural maintenance team to plan grounds maintenance around and facilitate habitat recovery work.
8. Working with the General Manager at PRG, plan and carry out national annual fauna biodiversity counts as part of the years activities and to support ecology data collection at PRG
 - a. Big garden bird watch (RSPB)
 - b. Big butterfly count (Butterfly Conservation)
 - c. Great British Bee Count (Friends of the Earth)
9. Review the user group profile for outdoor learning years 2021 to 2024 and determine if / what it would take to offer services to other users:
 - a. Adults e.g. Forest bathing, mindfulness, craft classes
 - b. Youth and knife crime (bearing in mind postcode issues with gangs possibly necessitating leaving the PRG zones to deliver short courses)
 - c. Elderly and connecting the generations
10. Assess what and when standalone revenue generating activities could be included that might have their own discrete staffing?
11. Assess what revenue generating services could be offered that aren't specifically included the outdoor learning timetable slots e.g. Rent a pack with activity sheets and equipment, borrowed from the Nature and used park wide
12. Identify and agree revenue generating opportunities within this plan: what, where, how staffed and net financial impact for 2021 – 2024.
13. Work with wider stakeholders in Westminster City Council to develop a longer term vision for Westminster and PRG outdoor education and learning:
 - a. Director of Education for the Bi-Borough of Westminster and Kensington and Chelsea to explore expansion and coordination
 - b. Director of economy for Westminster to assess business partnership and enterprise opportunities to support the business model
 - c. Head Teachers partnership meetings

8. Environment and Sustainability at PRG - Actions Next 5 years

OWNER: Head of PALS / General Manager

ADDRESSING NOISE POLLUTION

1. Capital works at PRG use, as a last resort, loud petrol or diesel generators.
 - Continue to assess how zone 18 boundaries can be planted to reduce noise in the park NOTE: under zone 18 specifically

ADDRESSING WASTE RESOURCES

2. Ban sale of single use plastic bottles at PRG in café and gym?
 - See actions in horticultural maintenance NOTE: All waste taken off site by Veolia is either recycled or is burnt. No waste goes to landfill.
 - See actions in General Maintenance

ENSURING LOCAL ENERGY SECURITY AND DELIVERING CARBON REDUCTION

3. All lights to have signs - please switch off
4. Look to purchase renewable low-carbon electricity from our current energy supplier to ensure that we can prove that we have sourced energy from certified renewable technologies, such as wind, solar and biomass.
5. Monitor all gas and electric usage across the site
6. Review option to procure 100% green electricity will be chosen with the next procurement round

ENSURING LOCAL ENERGY SECURITY AND DELIVERING CARBON REDUCTION

7. Investigate the feasibility of sourcing 'green gas' from our suppliers. RGGO certificates would guarantee the Council that the gas they procure is authentic and provide information about where, when and how the gas was produced.
 - NOTE: actions under tree section to plant new trees offer carbon sequestration and canopy cooling effects

IMPROVING LOCAL AIR QUALITY

8. Westminster City Council is running an air quality strategy and action plan consultation – PRG will alert all locals to take part in this.
9. Westminster City Council is planning to monitor air quality. PRG has requested to be part of this given it has a forest school on site with 7,500 participants a year and over a million park users per annum. The PRG team must ensure that PRG has a baseline of air quality in order to review actions against.
10. PRG staff to proactively educate park users on engine idling at Carlton Gate.
 - Add electricity charging points x 2 at the Carlton Gate car park NOTE: already included in actions in Zone 16
 - Continuing the proactive planting of more trees for carbon sequestration and particulate removal NOTE: see actions under tree management

8. Environment and Sustainability at PRG - Actions Next 5 years continued

OWNER: Head of PALS / General Manager

PROVIDING A SUSTAINABLE TRANSPORT SYSTEM

11. Adding a CycloPlay area in zones 13 and 14 of the park during 2020 to help park users become cycle confident
12. Upgrading bicycle shelters around the park
13. PRG to discuss with WCC / Veolia plans and roll out of electric waste vehicles servicing PRG

BEST USE OF OPEN AND GREEN SPACES

14. Working with PALS, Communities and wider Westminster review how to extend Forest School Sayers Croft programme into other appropriate green spaces.
15. Continue to share PRG lessons and insights with wider Westminster on the creation of multi-functional spaces: *Physical Activity, Leisure, Wildlife and Outdoor Learning*

MANAGING WATER USE AND FLOOD RISK

16. All taps to be fitted with a press button and mixer tap only
17. Further Drinking Water fountains to be added – one by the bowling green pavilion / tennis courts, others to be identified
18. All drains to be systematically checked at PRG for blockages

MANAGING WATER USE AND FLOOD RISK CONTINUED

- NOTE: General maintenance actions on paving and permeability

DELIVER SUSTAINABILITY THROUGH ECONOMIC DEVELOPMENT

19. We will welcome new green technology in how we manage and maintain the park
20. Working with Director of Economy for wider Westminster to bring in business to work with local activity

ENCOURAGING PEOPLE INTO ENVIRONMENTAL ACTION

- Further information on the PRG website showing ways to get to PRG that do not involve a car NOTE: already in actions in Zone 16
21. Planning in marketing and communication activity for the new cycle park (cycle confidence and electric vehicle charging points)

OVERALL

22. Continue to monitor the Cleaner City Action Plan and other Westminster strategies for Westminster targets that PRG will adopt.
 - DRAFT Carbon reduction strategy - Carbon Neutral by 2040
 - Air quality consultation strategy

9. Horticultural Maintenance at PRG - Actions Next 5 years

OWNER: Head of Landscape and Security

TRAINING IN 2020

1. Chainsaw licenses – for ad hoc tree work and coppicing of woodland areas (outside of tree section work and contractor)
2. Pond and aquatic wildlife maintenance (likely for Head of Landscape and Security plus 2 Gardeners)
3. Weekly plant identification tests
4. Everyone Active training in 1st Aid (to be repeated every 3 years)
5. Handyman training course for one of the gardeners to be able to support on minor work around the site

TRAINING NEXT 5 YEARS

6. Training on managing broader range of shrubs
7. Further informal knowledge building exercises
8. Identify and plan training on an annual basis and update management plan with any specific details

STAFFING IN 2020

9. Review and implement results of re-naming all Landscape and Security staff to 'PRG Rangers' all looking same and training to provide knowledge to help park users
10. Review how and if/when PRG might include a volunteer 'Rangers' programme

OPERATIONS

11. Zone by zone checklists being put in place, describing what needs to be done – when done last / dates by Head of Landscape and Security
12. Improved, summarised reporting template being developed by Head of Horticulture and Maintenance. 1 x A4 page Horticulture and 1 page General / Safety and security. This report and Q&A session covers: What's been done, anything done above and beyond the expected planned maintenance, any damages or areas for improvement.

OPERATIONS

13. Ensure dependencies being managed and information coordinated on any events

HORTICULTURAL ENVIRONMENT AND SUSTAINABILITY

14. Monitor quantity of green waste going offsite with Veolia
15. Review peat use in any products brought onto site
16. Identify peat free plant suppliers
17. Agree plan and timing to phase out of peat usage
18. Ensure any bought in soils/compost are peat free
19. Review plastic use in current plant product supply
20. Speak with existing suppliers about alternative taupe or blue recyclable pots
21. Agree plan and timings to phase out non-recyclable or reusable plastics at PRG
22. Consider using 'swell gel' in seasonal bedding to reduce watering requirement
23. Review sourcing type of bedding with no / reduced watering requirements
24. Review ability to put water butts / storage units on every downpipe at PRG and what water can be used for
25. Ensure planting development in each zone helps encourage natural pest controls e.g. planting to attract birds
26. Keep reviewing electric technology to aim to be fully electric for all plant equipment and hand tools by 2024
27. Review all PRG Horticultural suppliers and set criteria for their selection (in order to reflect priorities above) and expand choice and price competition for PRG business.
28. Progress status on these actions to be presented at contracts meetings (within progress template)

MEASURING HORTICULTURAL SUCCESS

29. Review if there is another independent body they can be assessed by e.g. BALI or APL for any awards related to ground maintenance

10. Health, Safety and Security at PRG - Actions Next 5 years

OWNER: General Manager / Head of Landscape and Security

TRAINING IN 2020

1. Everyone Active training in 1st Aid (every 3 years) plus defib usage
2. Training in how to deal with customers
3. How to deal with security and bomb threats
4. Conflict resolution and personal safety

TRAINING NEXT 5 YEARS

5. Identify and plan training on an annual basis and update management plan with any specific details
6. Review training that might be required for Park Rangers if implemented. Initial and ongoing.

STAFFING

7. Review operational considerations of re-naming all security staff (and grounds maintenance) staff to 'PRG Rangers' all looking same and required training to be provide knowledge to help park users.

OPERATIONAL IMROVEMENTS

8. Remove need for security staff to fill out any templates – all security staff to report incidents directly to Duty Managers and information is put by Duty Manager directly in Everyone Active system (EQMS – Everyone Quality management System) – reduce time spent filling in and inaccuracies when re-keying info.
9. Security staff to get ear-pieces for privacy of conversations when dealing with the public
10. Summarized reporting to the contracts meeting – only number of incidents by type reported – further detail only if requested.
11. CCTV – To be assessed as any zones are upgraded over next 5 years.
Specific projects:
 - a) Carlton Gate Entrance
 - b) Tennis courts

OPERATIONAL IMROVEMENTS CONT'D

12. Owing to number of missing children incidents which have increased with the popularity of the playground add self closing gates on all playground exits.
13. Add defibrillators in gym and pavilion buildings (link training)
14. Kissing gates – remove and redesign the pathway to slow people down for safety on bikes and foot
15. Zone by zone checklists being put in place, describing what needs to be done – when done last / dates by Head of Landscape and Security
16. Improved, summarised reporting template being developed by Head of Horticulture and Maintenance. 1 x A4 page Horticulture and 1 page General / Safety and security. This report and Q&A session covers: What's been done, anything done above and beyond the expected planned maintenance, any damages or areas for improvement.
17. Ensure dependencies being managed and information coordinated on any events

ZONE IMPROVEMENTS

(these are picked up in specific zones or section general maintenance but referenced here as they have an impact on a creating a safe and welcoming place)

- Alter Carlton gate entrance speed bumps for improved wheelchair access and replace the gate into the park with bollards that can be recessed into the ground. Note: Picked up in Zone 16 actions.
- All pathways around park reviewed for accessibility and resurfaced. Note: Picked up in general maintenance actions.
- All signage around the park to be completely reviewed for consistency and helpfulness to park users. Note: Picked up in general maintenance actions.
- All key entrances to be upgraded for safe and welcoming entrances: Note: Picked up in specific zone by zone action plans.

11. General Maintenance - Actions Next 5 years

OWNER: General Manager / Head of Landscape and Security

TRAINING

- NOTE: Some selected training will be provided to Landscape Gardeners to support general maintenance handy man tasks at PRG – covered under horticultural maintenance actions.

OPERATIONAL IMPROVEMENTS

1. Planned preventative maintenance sheet for PRG currently a manual excel sheet – the contents of this is to be put onto WAM (Work Assets and Maintenance System) by March 2020 for QUEST – Quality review at PRG. This will automatically proactively flag maintenance to staff via the software rather than checking the excel sheet.

ZONE IMPROVEMENTS

(these are picked up in specific zones or section general maintenance but referenced here as they have an impact on a creating a safe and welcoming place)

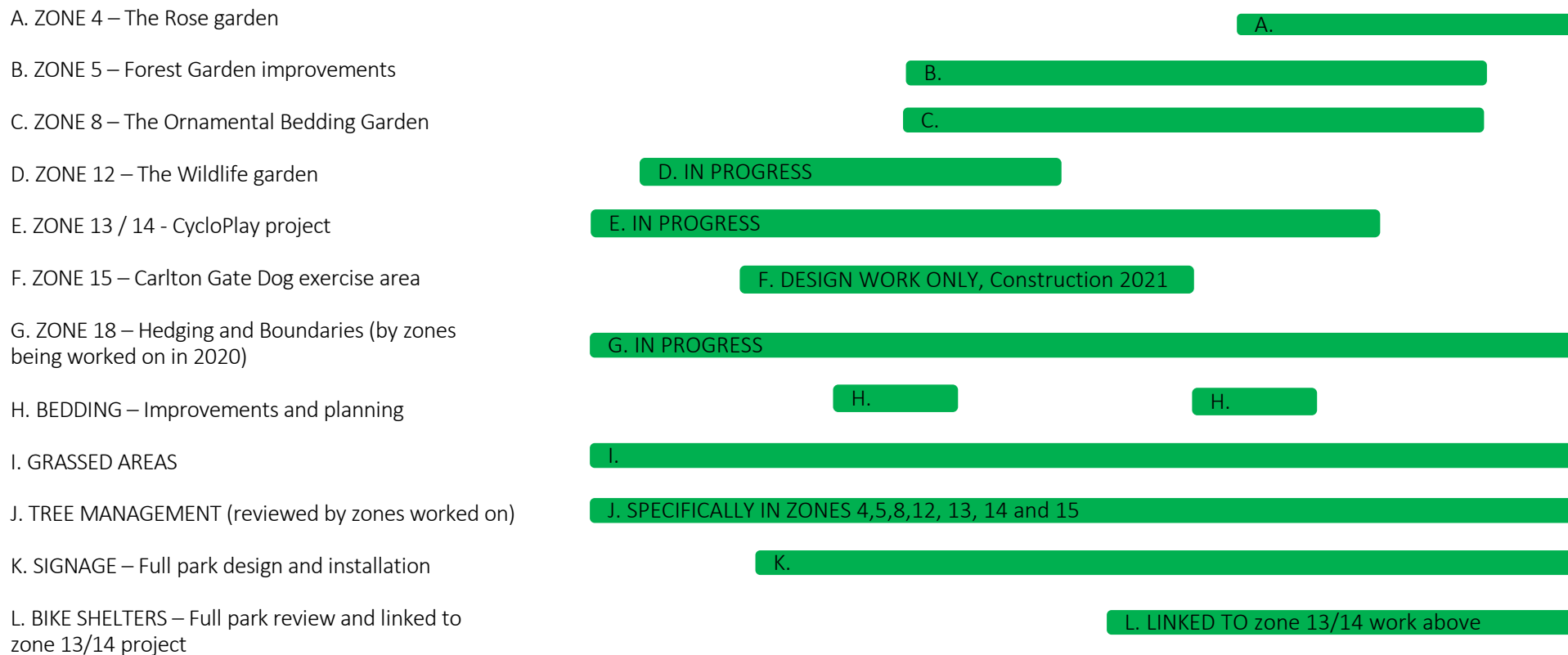
2. All pathways around park reviewed for accessibility and resurfaced. Review all surface drainage and improve permeability of surfaces and surrounding landscape.
3. All signage around the park to be completely reviewed for consistency and helpfulness to park users. To start March 2020.
4. All bins to be reviewed and harmonized in a more natural aesthetic – review recycling to normal waste as part of environment and sustainability action. Previous report Feb 2019.
5. All bike shelter provision to be reviewed on site (linked to CycloPlay)

ZONE IMPROVEMENTS CONTINUED

6. Bench report done in Feb 2019 and revisited every 3 years – review bench report and harmonise bench aesthetics by zone as each zone developed.
7. Pilot and review the introduction to the park of chat benches for mental health and wellbeing.
8. All bike shelter provision to be reviewed around site (linked to CycloPlay area)
 - All key entrances to be upgraded for safe and welcoming entrances: Note: Picked up in specific zone by zone action plans.
 - Alter Carlton gate entrance speed bumps for improved wheelchair access and replace the gate into the park with bollards that can be recessed into the ground. Note: Picked up in zone 16 actions.

12. Programme of works 2020

Jan Feb Mar Apr May June July Aug Sep Oct Nov Dec



12. Programme of works 2021 - 2024

	2021	2022	2023	2024
A. ZONE 1 – The Village Green	A.			
B. ZONE 4 – The Rose garden	B.			B.
C. ZONE 6 – 3 yr Bluebell Glade improvements	C.			
D. ZONE 7 – Randolph Avenue Entrance	D.			
E. ZONE 15 – Dog Ex. Area Carlton Gate	E.			
F. ZONE 9 The Glade		F.		
G. ZONE 10 The Cafe		G.		
H. ZONE 11 The Playground (3yr planting refresh)		H.		
I. ZONE 12 The Wildlife Garden (3yr planting refresh)		I.		
J. ZONE 5 The Forest Garden (3yr refresh)			J.	
K. ZONE 16 Carlton Gate Entrance			K.	
L. ZONE 2 The Bowling Green				L.
M. ZONE 18 – Hedging and Boundaries (by zones being worked on in 2020)	M.			
N. BEDDING – Improvements and planning	N.			
O. GRASSED AREAS	O.			
P. TREE MANAGEMENT (reviewed by zones worked on)	P. FOR ZONES IN EACH YEAR			
Q. SIGNAGE – Full park design and installation	Q.			
R. PATHWAYS – Full park installation, linked to zone 13/14	R.			
S. BINS – Full review by zones being worked on in 2020	S.			
T. BENCHES / FURNITURE – Full review by zones worked on in 2020)	T.			

13. Investment at Paddington Recreation Ground

In the last 7 years almost £1m has been spent across a few key zones: 5, 6, 9, 10, 11, 12, 16 and 17 within the park. See timeline below. The zones chosen were specifically developed to increase the wildlife, bio diversity and outdoor learning and education for the park. The investment also sought to improve the enjoyment of the café and add to horticultural features across the park. This adds to already strong sporting facilities and is in line with its vision.

Investment going forward 2020 – 2024 will support the programme of works as detailed in section 12. This will continue to develop the park in line with its vision and multi-functional use. The investment will feature some park wide projects e.g. signage, pathways, furniture and bins and will be a larger than historic investment .



2014

In a derelict space within the park **The Bluebell Glade, was created with a Native Woodland, planting 10,000 English Bluebells and a Stumpery (Zone 6).**

The Carlton Gate roundabout (Zone 16) was upgraded with lighting on plane trees and signage



2018

The Wildlife Garden (Zone 12) was refurbished by improving pathways, renewing the meadow, adding a sculpture trail and renovating the pond and planting.



2013

The café exterior (Zone 10) was completely renovated opening up the space to the village Green and locating tables and chairs.



2017

The Bluebell Glade (Zone 6) space had new pathways put in and a planting refresh. This would link up with the **new Forest Garden (Zone 5)** which offered edible herb planting and a nuttury to provide additional space for the Sayers Croft Forest School and Outdoor Learning.



2019

The Playground (Zone 11) was expanded and completely renovated.

The Glade area (Zone 9) surrounding the new community suite extension was planted with new trees, hedging and plants. **The Horticultural yard (Zone 17)** began a renovation that will complete in 2020 which included giving extra inside storage space to Zone 12 The Wildlife Garden.




14. Marketing and Communications Actions

OWNER: General Manager

1. All communications are carried out by Action PR. Send copy of Management plan to them to review for content and framework for proactive communications
2. PALS to recruit two new posts
 - a. Relationship Officer – Insights
 - b. Relationship Officer – Digital Marketing
3. Additional stakeholder and community groups to be assessed and a database to be created for use by PRG.
4. Review PRG house style of communication (openness, inclusiveness and frequency) going forward. Style to be based on YIMBY (Yes In My Back Yard) and the common good.



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City Management and Communities
Physical Activity, Leisure and Sport
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