

Purpose

This Project Initiation Document (PID) outlines **why** the project is important, **what** the main issues, risks and project objectives might be, **who** might act as stakeholders to manage it, **when** the project outputs might be delivered and **how much** it is likely to cost.

It is a reference document for stakeholders which outlines the motivation, objectives, benefits and costs of the project. The PID should be agreed by the Project Board and will be adapted if required to respond to further issues and opportunities.

Introduction

Wormwood Scrubs Park, known locally as 'the Scrubs' is the largest open space in the London Borough of Hammersmith and Fulham (the borough) and has been public open space since the Wormwood Scrubs Act of 1879. The eastern side of the Scrubs is predominantly mown grass mainly laid out as football pitches which, together with the adjacent Linford Christie Stadium and Pony Centre, provide significant recreational opportunities. The western side of the Scrubs is identified as a Site of Importance for Nature Conservation (SINC), and is predominantly unmown grassland with developing scrubland providing significant opportunities for wildlife and nature. Despite the scrubs offering some of the borough's biggest opportunities for recreation and wildlife, the management plans to safeguard either are not well developed.

The development of the Old Oak site to the north of the scrubs (*Fig 1*) under the Old Oak and Park Royal Development Corporation (OPDC) plans a minimum 25,500 homes and 65,000 jobs as one of the UK's largest regeneration projects. This means many new visitors and residents wanting access to recreational and wildlife opportunities. Without planning and investment this could mean an unacceptable pressure on sensitive wildlife habitats and existing recreational facilities.

This PID will consider:

- How an overall masterplan might consider recreational, sport and wildlife opportunities at the Scrubs and the issues and risks involved in this.
- How a management plan for wildlife and nature (Biodiversity) should be developed within this overall plan. Funding is available for this through the Alternative Ecological Mitigation (AEM) works.
- How management plans for Sport and recreation will fit into the masterplan when funding for them is identified.

The AEM works have been proposed within an agreement between High Speed Two Limited (HS2) and the Council. HS2 is part of the OPDC development and is providing £3.9 Million funding to the Scrubs to develop a package of ecological improvement works and a long-term management plan to ensure increasing biodiversity opportunities.

The AEM works will be phase 1 of the masterplan. A plan to improve all the recreational opportunities at Wormwood Scrubs Park.

Fig 1. Wormwood Scrubs in context

The Scrubs is in the South East corner of the OPDC boundary area.

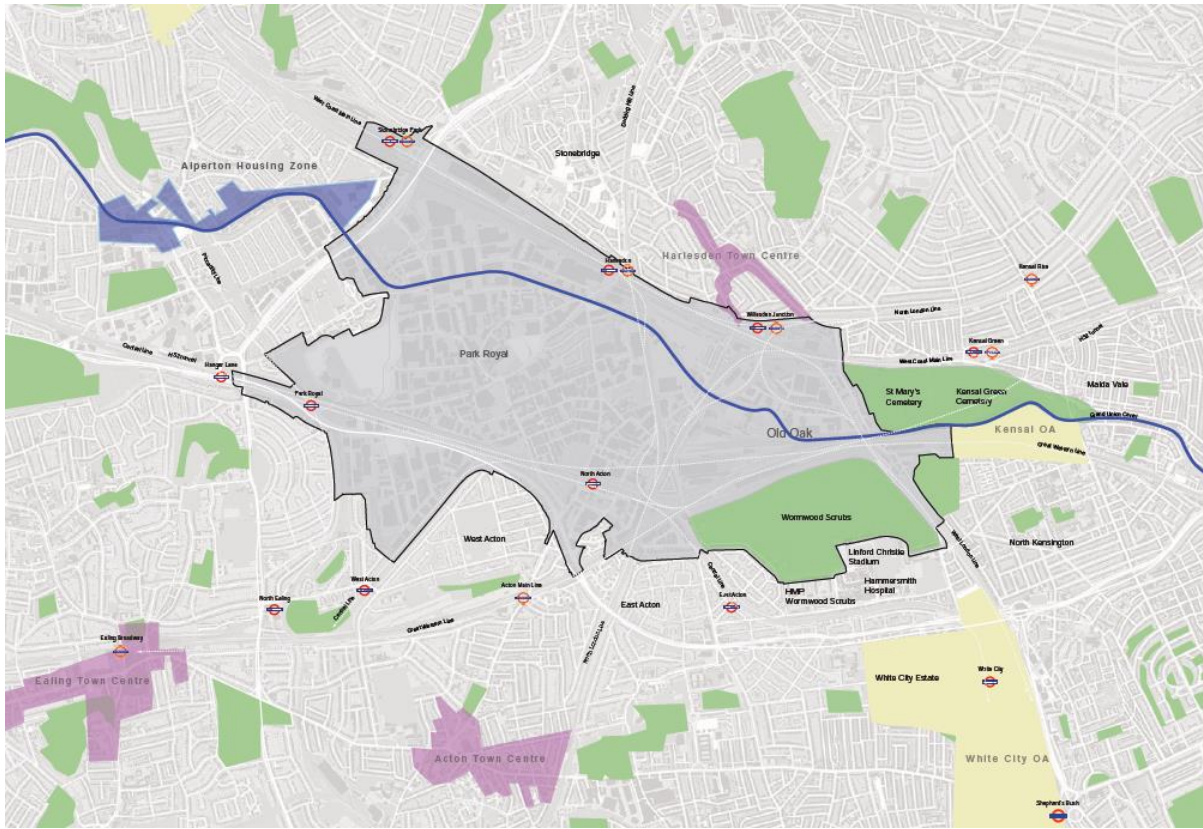


Fig 2. Wormwood Scrubs SINC Designation

SINC designation (Borough Importance Grade 1) in yellow



Scope

Although the scope of this PID potentially covers the ‘*whole*’ of the Scrubs, the scope of the first phase, the AEM works, will concentrate on the SINC (Fig 2). Biodiversity improvement could also be considered for the remaining part of the scrubs provided this does not restrict opportunities for recreation and sports.

Plan Hierarchy

This PID will inform and be informed by several other plans and studies;

- The Mayor’s London Plan provides an overarching context within which boroughs can align their Local plans.
- The Local Plan for the Scrubs will be drawn up by the OPDC who act as planning authority for those parts of Hammersmith and Fulham, Ealing and Brent covered by this development area. The OPDC Local Plan aims to:
 - Conserve and enhance Wormwood scrubs as a metropolitan park through sensitive enhancements
 - Protect Wormwood Scrubs as Metropolitan open land.
 - Conserve and enhance the Local Nature Reserve (LNR)* and Site of Importance for Nature Conservation (SINC) designations
 - Improve access and connections to Wormwood Scrubs.
 - Support the character of the Scrubs as ‘*more wild than tamed*’.
- The borough’s management responsibility for the Scrubs is guided by the LBHF Open Spaces Strategy. This has six key priorities which align closely with the OPDC local plan:
 - Protecting Wormwood Scrubs
 - Providing Access to local biodiversity.
 - Creating a safe, attractive and accessible Scrubs for all.
 - Improving the standard of management and maintenance
 - Actively involving the community
 - Increasing participation.

This PID will set an overall Vision for the Scrubs and initiate a suite of other detailed documents including consultant’s briefs, design packages, and management plans along three themes:

- Biodiversity
- Sport
- Recreation

Phase 1 Biodiversity

At present the detailed documents within the PID will only cover Biodiversity because the funding to develop these proposals has been agreed.

- The Biodiversity management plan will be informed by previous resident surveys and open space studies, particularly the 2017 Biodiversity Commission Report as there is no Biodiversity Action Plan (BAP) in place.
- It will also require up to date surveys to explore current issues and trends
- The developed Biodiversity Masterplan must be sufficiently flexible to allow the development of Masterplans for recreation and sport to develop at a later date.

* The Local Nature Reserve designation on the Scrubs is within the woodland areas of the SINC

1.0 Why the Scrubs has Significance

1.1 Brief History

Wormwood Scrubs Park, known locally as 'the Scrubs' is the largest open space in the borough and has been public open space since the Wormwood Scrubs Act of 1879. This act of parliament authorized the purchase of the Scrubs to be used both for '*military purposes and for the exercise and recreation of the inhabitants of the Metropolis*'. The management of the Scrubs was vested in the Metropolitan Board of Works, a responsibility now passed to the Wormwood Scrubs Charitable Trust (WSCT), who could make park bylaws provided this still allowed use by Her Majesty's military forces. This military use, which has included; rifle butts, traction engines, airships and the Royal Horse artillery, has now effectively ceased.

Although protected the landscape of the Scrubs has changed. Originally called Wormholt Wood by the mid-18th century most trees had disappeared and it was referred to as Wormholt Wood Common or Wormers Scrubs. Large parts of this extensive open space were lost to the Paddington Canal and the '*London to Birmingham*' and '*Great Western*' railways in the 19th century. A significant area was still able to be purchased by the 1879 Act and remained as open space while most of the surrounding open land was lost to development. Illustrations of the scrubs in the 1960's show most of the Scrubs as short cut municipal grass with a fringe of woodland on the railside lands. During the 1980s onwards, woodland plots were planted and some areas of grass were left to grow long for wildlife. These areas became more important for wildlife by developing their own biodiversity and because the continued development in the local area meant the loss of other local sites, such as the adjacent 'Scrubs wood' from the railway lands in the 1990's.

The fascinating history of the scrubs shows that it has been both protected from development and subject to a wide range of uses. It has left a unique estate that can seem both underused and under pressure.

1.2 Exercise of the inhabitants of the Metropolis

The grass playing fields of the scrubs are nominally laid out as 8 full sized football, seven junior football (9,7 or 5-a-side) and two Gaelic football pitches. In addition, Baseball pitches are marked out in summer months and many other games played on unmarked grass areas. To the south the Linford Christie Stadium (LCS) offers; a fully certified all-weather running track and athletic facilities, a full-sized grass pitch, one full sized and four 5-a-side all-weather floodlit pitches, an outdoor gym, community room and changing facilities. LCS and the grass pitches are the largest public outdoor sports offer in the borough and are of **regional/local significance**.

The Wormwood Scrubs Pony Centre homes 20 horses and ponies and an indoor riding arena. It offers riding and equine therapy for children, specializing in those with special needs and physical disabilities. A facility such as this is rare in London and is of **regional/local significance**,

Many people informally take the opportunity to walk or jog on the Scrubs. Park Run offer a weekly 5K timed run every Saturday attracting over 100 people and there is an establishing BMX club. Giving these activities great **local significance**.

1.3 Recreation of the inhabitants of the Metropolis

Most users appreciate in some way the remoteness, wildness and size of the Scrubs and some also appreciate the unique habitat it offers for wildlife. The Scrubs support excellent breeding habitats for a range of species. The mixture of inaccessible bramble thickets, trees and open grassland provides ideal nesting and foraging conditions for birds including, according to the London Wildlife (LWT) survey of 2017 some red listed species likely to be breeding on site. Over twenty species of butterflies and a rare harvestman have been among the invertebrates recorded. A population of common lizards, a nationally protected species and of County importance, also breeds here. The SINC is currently graded as Borough Importance Grade 1 but the extensiveness of the area and the natural grading of scrub into open meadowland create an unusual mosaic habitat, now almost entirely lost from inner London. It is the first large 'wild space' encountered travelling westwards from the City and with appropriate biodiversity management it has the potential to be a site of metropolitan significance.

The Scrubs has an established model aircraft flying zone. This is the only park in the borough that allows this under the bylaws and one of only a few in West London giving it a regional/local significance.

Most users, aside from sport, are walkers and dogwalkers (including professional dog walkers) there is a dog exercise area as well as two equipped play areas, benches and paths giving it a good local significance for general recreation.

1.4 The Importance of an Overall Masterplan

If the AEM works and a Biodiversity management plan are implemented without understanding the other aspects of the Scrubs such as sport and recreation it risks limiting the development of these activities or damaging the Biodiversity plans when these aspects are developed. We need to carry out user and biodiversity surveys to understand the significance of the Scrubs both for people and for nature.

1.5 Conservation Management Plan (CMP)

A CMP should ideally be the first task in the development period. It is not a detailed management and maintenance plan but will help to develop one. Its aim to understand; what is of significance or value at the Scrubs, who values the different aspects of it and how key issues should be addressed so that the heritage of the Scrubs is not lost to future generations. This PID proposes that a CMP is developed as the overall masterplan referred to in the Introduction. It will:

- Confirm an appropriate Vision for the Scrubs
- Identify and actively involve stakeholders in phase 1
- Identify the main uses and any issues relating to Biodiversity
- Consider access and development pressures of the different uses for Biodiversity
- Consider Phase 1: Biodiversity in more detail including:
 - Scope the AEM (improvement) works
 - Write an activity plan to actively involve stakeholders
 - Identify any specialist surveys or investigations required.

2.0 What are the Key Issues/Objectives

2.1 Risk Tracker

The CMP will confirm what the main issues and risks are. They will be managed by a Risk Tracker which will evolve with the project.

2.2 Biodiversity Masterplan

The CMP will also confirm key objectives developed as a Biodiversity Masterplan to address these issues and risks. The masterplan needs to be flexible enough to not only put in place the AEM works but also accommodate potential change in the future, especially at the LCS, the Redgra area, the car parks and the grass pitches.

The development or not of the LCS will affect the use and amenity of the Scrubs and the routes people take into and through it. Currently it does not reach its sporting potential, poor access causes conflict with other park users and underinvestment has caused decline of fabric and amenity. A solution will not be easy but options are being explored. Any Biodiversity Masterplan would have to dovetail into the masterplan for LCS should an option for this site be agreed.

The Redgra area has a long history as car park, events space and storage area. Currently it is occupied by Kensington Aldridge Academy (KAA) due to the impact of the Grenfell fire. Although this arrangement provides a useful income the space has no recreational or biodiversity value. The car parks at the Scrubs also produce useful income. The lease arrangement with the Hospital means most of the parking is not for park users and does not provide a welcoming introduction to the Scrubs. The parking and Redgra area must be considered in relation to the Biodiversity Masterplan.

The grass pitches are not high quality. A recent local football facility plan (LFFP) indicates that the grass pitches and changing rooms at the Scrubs and LCS should be priority projects for funding from the football foundation. Currently there is no playing pitch strategy in place to predict demand for football and other grass pitch sports. The Biodiversity Masterplan will recognise that without this strategy creating new pitches, or reverting pitches to long grass might be premature.

2.3 Biodiversity Masterplan Objectives

Objectives will be developed to address the main issues and risks at the Scrubs. These are likely to include issues that can be tackled by the AEM works and those that will need further investment from sport and recreation. Identified themes are:

- No Agreed Vision or Masterplan
- Community not involved
- Eyesores
- Anti-Social Behavior
- Need for Investment
- No Biodiversity Management Plan
- Management of the ecological enhancements
- Access to Biodiversity versus pressure on sensitive habitats
- Immediate Development Pressure
- Future Development Pressure

2.3.1 No Agreed Vision or Master Plan

Ask most Londoners, or Google, about Wormwood Scrubs and they are most likely to connect the place with the well-known prison rather than the adjacent open space. To many locals it is known as valuable open place to play football or walk the dog. Some believe its value as a unique wildlife habitat is being eroded by overuse and increasingly at risk from development. The Scrubs is protected by the Wormwood Scrubs Act 1879, the Commons Act 2006 and as Metropolitan Open Land. It also has local protection of wildlife through LNR's but there is no vision statement or masterplan which sets out how the various uses might be continued and its character preserved.

Objectives 2.3.1	
Develop within Phase 1 (AEM Works)	<ul style="list-style-type: none"> • Agree a CMP with Vision • Develop a Biodiversity masterplan for consultation with stakeholders
Explore what elements are within the AEM remit	<ul style="list-style-type: none"> • Develop Communications Plan including information about both natural heritage features and sports /other facilities. • Explore links and communicate with other initiatives e.g. London Plan, Local Plan, walking maps and stakeholder groups.
Develop in partnership with Subsequent Phases	<ul style="list-style-type: none"> • Develop Masterplan to include Sports and Recreation

2.3.2 Community not involved

We need to understand why people come to the scrubs, and why they do not. If this is due to inaccessibility we need to understand what impact increased use will have. Some local interest groups have been able to voice their views and be involved in volunteering opportunities but we need to have wider discussions with residents, schools, businesses, and local groups especially non-user groups to understand the issues and aspirations of the community.

Objectives 2.3.2	
Develop within Phase 1 (AEM Works)	<ul style="list-style-type: none"> • Engage with the community through surveys including contact with users and non-users; Friends groups, model aircraft users, sports users, dogwalkers, play area users, Residents' and Tenants' Associations, and local businesses. • Produce a stakeholder engagement framework for the AEM Works
Explore what elements are within the AEM	<ul style="list-style-type: none"> • Establish relationships between the Trust and stakeholders to align priorities, attract funding,

remit	<p>share information/resources and encourage volunteering.</p> <ul style="list-style-type: none"> • Explore the potential for a permanent Ecology Officer and Ecology Centre which would provide a focus for the public to engage with nature through an activity Plan: events, activities, informal learning, and volunteering. • Develop policy advice for residents, schools and local groups wishing to hold community events
Develop in partnership with Subsequent Phases	<ul style="list-style-type: none"> • Explore potential for sports development and community health involvement to tackle wider issues of obesity and other health problems through the provision of facilities and activities such as community gardening, group fitness classes in parks and outdoor exercise equipment

2.3.3 Eyesores

Attractive welcoming entrances are essential for public open space. There are corners of the Scrubs where a combination of dereliction, antisocial behavior and lack of management has established an eyesore. Some of these like the LCS, the Redgra area and the car parks are not entirely within the scope of the AEM. Two of the worst spots that are within scope are:

- The North-west corner, known as ‘Tent City’, and the Cottage are semi derelict. Historic dumping of rubbish and uncleared demolished buildings are partially overgrown by buddleia and other ‘weed’ species.
- The North-east corner adjacent Scrubs lane has unsightly hoardings which have proved ineffective in stopping access for rough sleeping and fly tipping.

Objectives 2.3.3	
Develop within Phase 1 (AEM Works)	<ul style="list-style-type: none"> • Explore through the masterplan if eyesore areas could be resolved with AEM projects
Explore what elements are within the AEM remit	<ul style="list-style-type: none"> • Explore Possibility of Volunteer action days or involvement of local business to tidy the worst of these areas. • Explore options for early intervention projects with partners or adjacent development. e.g. OPDC Good growth fund
Develop in partnership with Subsequent Phases	<ul style="list-style-type: none"> • Ensure the biodiversity plan integrates with adjacent works in the LCS, carparks and Events spaces

2.3.4 Anti-Social Behavior

Lack of Masterplan, investment, community involvement and shared vision leads to increased anti-social behavior. Although the Scrubs is patrolled by the Borough's Parks Police Service there are common incidents of anti-social behavior (ASB); badly-behaved dogs/ owners, drinking, urinating, homeless encampments and thefts from unattended motor vehicles.

Objectives 2.3.4	
Develop within Phase 1 (AEM Works)	<ul style="list-style-type: none"> Use AEM works to address eyesores which often are hotspots for ASB
Explore what elements are within the AEM remit	<ul style="list-style-type: none"> Ensure the user surveys cover the perception of safety at the Scrubs and issues of concern. Then address these issues in our masterplan Explore how AEM works can dovetail with other phases to address remaining issues of ASB Continue to engage with the parks police to enforce bylaws especially around perceived issues of off road motorcycles/quad bikes and dog control
Develop in partnership with Subsequent Phases	<ul style="list-style-type: none"> Ensure subsequent phases do not introduce inappropriate public realm which might encourage ASB Consider interventions if particular user groups are a problem such as licensing professional dog walkers. The Royal parks are charging an annual fee which may account for the increased numbers on the Scrubs.

2.3.5 Need for Investment

The need for investment in physical infrastructure; roads, fences and the LCS is evident. Less obvious is the need to invest in the landscape itself. The quality of both wildlife habitat and sports surfaces decline without agreed management plans.

- The LCS was built in 1961 under the Greater London Council (GLC) prior to the creation of LBHF. Although the LCS is reasonably well used it runs at a significant loss and the repairs required are beyond what LBHF can afford. Its future is uncertain.
- Other assets, besides the open space itself, include; the pony centre, cottage, depot and car park. Mostly valued as a nominal £1 due to the restrictions placed on the use of the land and its disposal. The car park is an exception; it is a tangible asset that produces the Trusts main source of income.

Objectives 2.3.5	
Develop within Phase 1	<ul style="list-style-type: none"> Develop AEM works that increase the Biodiversity value of the Scrubs

(AEM Works)	
Explore what elements are within the AEM remit	<ul style="list-style-type: none"> • Develop Masterplan within the recommendations of the CMP and the charitable objectives of the Trust and consider what issues and risks cannot be covered by AEM funding. • Engage with the LCS Masterplan. Management plans for the scrubs and LCS are likely to remain independent but must respect the CMP and maximize opportunities to share resources and facilities. • Ensure maximum value for the general park user is obtained in any redevelopment e.g. café or community meeting room, changing rooms for grass pitches, ecology centre, playground and general park improvements etc.
Develop in partnership with Subsequent Phases	<ul style="list-style-type: none"> • Phase 2 of masterplan should consider risk to existing income sources, need for Capital works, options to increase income and reduce expenditure and explore opportunities for match funding partnerships and longer term CIL or S106 monies to invest in the Scrubs. • Ensure license, income/rent, access arrangements, community benefit is clear for third party us i.e. Pony Centre, BMX Club, Depot, LCS.

2.3.6 No Biodiversity Management Plan

Management Plans for Sport and Recreation will need to be developed but a Biodiversity management plan will be developed first as the funding has been agreed. A previous biodiversity management plan by Groundwork in 2003 had a part time nature conservation officer post which is no longer funded. Habitats created in the 1990's no longer have the same qualities as the design intention. LWT surveys in 2016 and 2017 demonstrate the need for regular, ongoing, active management to maintain a mosaic of habitats to benefit the widest range of wildlife.

Objectives 2.3.6	
Develop within Phase 1 (AEM Works)	<ul style="list-style-type: none"> • Complete CMP, Masterplan and management plans by appointed consultant. • Remove knotweed from the northern boundary and carry out other ecological enhancements with HS2 funding.
Explore what elements are within the AEM remit	<ul style="list-style-type: none"> • Work closely with ID Verde to identify improvements within existing resources • Work with ID Verde on the new management plans and retender Grounds Maintenance in 2021 with

	<p>biodiversity as a key deliverable. Including training on wildlife maintenance techniques for staff and volunteers.</p> <ul style="list-style-type: none"> • Work with stakeholders to identify volunteer projects • Work towards a Green Flag award which will recognise the economic and environmental sustainability of our ecological management
Develop in partnership with Subsequent Phases	<ul style="list-style-type: none"> • Maximise the Biodiversity benefits of Sports and recreation phases

2.3.7 Management of the AEM Works

LBHF has entered into an agreement with HS2 to provide Alternative Ecological Mitigation (AEM) on Wormwood Scrubs. The mitigation is to balance loss and disruption of ecology during the construction of the new HS2 line from London to Birmingham. HS2 initially planned a large wetland habitat but this was thought unsuitable due to the generally sloping site and the value of existing wildlife habitats. Alternative proposals put forward by LBHF have been agreed in principle as; Scrapes and wetland, Heathland (Acidic grassland), Hedge planting, Woodland improvements, Enriched grasslands and a new habitat for northern boundary once knotweed has been removed. The Phase 1 habitat survey (LWT 2016) has confirmed these works are likely to have positive impacts on habitats for those protected species considered.

Objectives 2.3.7	
Develop within Phase 1 (AEM Works)	<ul style="list-style-type: none"> • Appoint consultants to Design, tender and manage the implementation of works to maximise habitat improvement for biodiversity. • Understand the implications of base level (Year 0) survey information and measure habitat improvement at 2,5,7 and 10 years • Ensure any works prior to the AEM works; knotweed removal, the sewer realignment minimise impact on biodiversity.
Explore what elements are within the AEM remit	<ul style="list-style-type: none"> • Ensure Parks projects reflect the fact that Major AEM works will follow e.g. plans to address flooding at the pony centre.
Develop in partnership with Subsequent Phases	<ul style="list-style-type: none"> • Ensure Subsequent phases build on the management plan established by the AEM works including if appropriate additional biodiversity opportunities.

2.3.8 Access to Biodiversity versus pressure on sensitive habitats

Access to nature has positive impacts on all aspects of wellbeing but compaction at popular entrance points leaves the ground muddy and waterlogged in the winter. Some paths are uneven and potholed. This deters use of the Scrubs and could be considered a barrier under the DDA act 2005. There is also evidence that increased use is not a good outcome for Biodiversity. The LWT 2016 survey indicates that the quality of habitat is in decline and local reports indicate meadow pipits (ground nesting) did not breed on the Scrubs in 2017. The causes are probably a mixture of increased and unrestricted use of the Scrubs and a lack of ecological management. The development of OPDC and White City will mean more people using the Scrubs. Without action the habitat will decline further.

Objectives 2.3.8	
Develop within Phase 1 (AEM Works)	<ul style="list-style-type: none"> • Explore where better access can be provided for the enjoyment of nature but block access to sensitive areas e.g. by hedge planting. • Make the evaluation and protection of natural habitat a priority in any development e.g. sewer realignment or LCS, or adjacent, redevelopment.
Explore what elements are within the AEM remit	<ul style="list-style-type: none"> • Explore potential of Good Growth project with OPDC • Provide signage to explain what we are doing and develop a Scrubs 'house style' for wayfinding (informational, directional and interpretive signage) including, bollards and other furniture. • Establish clear vehicular management and barriers to limit access
Develop in partnership with Subsequent Phases	<ul style="list-style-type: none"> • Develop biodiversity links with other green spaces as walking routes. • Ensure key routes proposed by OPDC and 'improvements' suggested through S106 or CIL do not compromise the objectives of the CMP and Biodiversity management plan.

2.3.9 Immediate Development Pressure

HS2 have proposed to re-route the Stamford Brook sewer through the northern boundary of the Scrubs during the summer of 2019. The protected species report (LWT 2017) states these works may affect reptiles and birds in the most ecologically rich section of the Scrubs. Currently the railway embankment has high wildlife permeability with the rest of the scrubs enhancing the ecological value of the LNR's construction areas or roads may cause habitat fragmentation.

Objectives 2.3.9	
Develop within Phase 1 (AEM Works)	<ul style="list-style-type: none"> • Work with HS2 in exploring alternative routes for the sewer, demanding method statements to protect habitats during construction, agreeing appropriate mitigation for disturbance of this habitat. • Work with HS2 to produce a stakeholder framework and ensure that the temporary loss of this area is understood and pressure avoided on adjacent areas.
Explore what elements are within the AEM remit	<ul style="list-style-type: none"> • Work with developers on the hospital or other adjacent sites. Requests for access or compounds on parts of the Scrubs should secure benefits for the masterplan.
Develop in partnership with Subsequent Phases	<ul style="list-style-type: none"> • Work with developers of subsequent phases of masterplan to secure mitigation during construction and further long-term benefits for biodiversity.

2.3.10 Future Development Pressure

HS2 and Crossrail create a new transport hub. The Old Oak and Park Royal Development Corporation (OPDC) act as planning authority for the Scrubs, but not LCS. The OPDC local plan describes the Scrubs as an *'important ecological asset'* but there are concerns that limited open space within the regeneration area and ill-considered access from the development could significantly harm this asset.

Objectives 2.3.10	
Develop within Phase 1 (AEM Works)	<ul style="list-style-type: none"> • Work with OPDC and the local community to protect the character and biodiversity of the Scrubs, <i>"more wild than tamed"</i> rather than changing its character.
Explore what elements are within the AEM remit	<ul style="list-style-type: none"> • Work with OPDC and LBHF Planning to minimise the impact on wildlife from high rise buildings, light pollution and new access points. • Work with OPDC to; predict visitor numbers, direct to appropriate access points, create green links and plant more trees and hedges as protection.
Develop in partnership with Subsequent Phases	<ul style="list-style-type: none"> • Direct new access routes away from sensitive areas. Explore options to fund additional works within the management plan.

3.0 Who are the likely Stakeholders

The Council is backing a campaign to make London a 'National Park City'; protecting green spaces and helping Londoners better connect with nature, and the new Health and Wellbeing Strategy shows that access to good and varied leisure activities is proven to support; good mental health for all, children and their families to be healthier, and reversing the rising numbers of acquired long term health conditions. This increased awareness of the value of open space requires stakeholders (Londoners) to get involved in projects and this section aims to identify:

- Who the stakeholders are for this project
- How stakeholders can engage with the project

The project is currently managed by the Wormwood Scrubs Development Manager (WSDM) employed by LBHF until a project team is formed. Client officers from HS2 and the WSDM have met on a regular basis to agree a way forward using this PID.

3.1 Project Team.

A project team should be established to:

- Provide direction to WSDM and proposals to the Project Board
- Facilitate the development of this PID
- Create a Service Review Team (SRT) to produce a procurement strategy for the appointment of Consultants and Suppliers
- Create a Tender Review Panel (TAP) for contract management through captalesourcing
- Agree contract documents and formalities
- Develop a risk register and budget monitoring protocol
- Receive project reports
- To ensure community engagement
- Ensure compliance with council guidelines and legislation
- Ensure proper records are retained

The project team will include:

- WSDM or nominated contract manager
- Clientside Officers
- Relevant stakeholders
- Relevant professionals (legal, financial, procurement, IT, HR)
- Additional expertise and consultants as required

3.2 Client Bodies

It is anticipated that officers/members of client bodies will form the core Project team and Project Board. Identified Client bodies are:

3.2.1 The Wormwood Scrubs Charitable Trust (WSCT)

WSCT has management responsibility for the Scrubs. The Council is sole corporate trustee. The WSCT Committee (three councillors and two non-voting co-opted members has responsibility for managing the Trust with the Council, ensuring it achieves its charitable objectives. WSCT has no directly employed staff

- The quarterly committee meeting of this trust could be an appropriate **project board** to validate decisions and challenge/approve the work.

3.2.2 London Borough Hammersmith and Fulham (LBHF/The Council)

Trustee of WSCT. Operator of LCS. Planning Authority for those parts of the Scrubs not within the OPDC e.g. the LCS. Responsible for grounds maintenance and community safety (Parks Police) contracts on the scrubs. Responsible for the development and delivery of the LBHF Open Spaces Strategy including Wormwood Scrubs.

- Council Officers would provide valuable experience for the project team

3.2.3 HS2

High Speed 2 Bill approved the London To Birmingham route. An Agreed ecological mitigation scheme must be implemented by the council in agreement with HS2 who are the funder (Client body) for the current works planned for the Scrubs.

- Regular Client meetings between the project team and HS2 are anticipated as HS2 must approve the works at various stages.
- Currently these meetings are proposed as separate from the project team meetings and the Board meetings.

3.2.4 Ministry of Defence (MOD)

The Ministry of defence retains right of access to the scrubs for military exercise and rights of approval for proposed works. It is unknown what interest MOD now have in the scrubs

- Contact should be made with the MOD to confirm any interest in the project

3.3 Primary Stakeholders

Primary Stakeholders are defined as groups with an active interest in the development of the scrubs. Their engagement in community consultation should be considered essential. Those identified are:

3.3.1 The Old Oak and Park Royal Development Corporation (OPDC)

Full Planning powers over the OPDC area which includes most of the Scrubs but not LCS from 1st April 2015. Essential stakeholder to explore opportunities and threats within local plan. Draft Local Plan was re-examined by public in early 2018 has many implications for the management of the scrubs

- Regular meetings between LBHF/Project team and OPDC are anticipated

3.3.2 The Friends of Wormwood Scrubs Park Association. (FWSPA)

Charity with constitution to protect and conserve the scrubs in accordance with the Act. An association claiming 3,000 supporters. An essential stakeholder for community involvement if representative.

- Two friends currently attend the WSCT Committee meeting as non-voting co-opted members. No regular meetings between LBHF and FWSPA at present

3.3.3 User groups

No groups yet identified and likely to range from individuals to formal groups. Could include; parkrun, model aircraft enthusiasts, footballers or birdwatchers. Essential stakeholders for Community involvement.

- User surveys are required to identify and engage them with proposals

3.3.4 The Linford Christie Stadium (LCS).

Home of Thames Valley Harriers, (Lease on Athletics Clubhouse) and Kensington Dragons (Lease on Football changing rooms). Operated by LBHF including staffing. WSCT makes contribution to running costs. Other clubs include Chiswick Hockey and many Schools. Essential stakeholder to explore opportunities for shared resources and facilities. Options appraisal is underway to consider long term viability as a community resource for health and wellbeing.

- Need to remain engaged in the Options appraisal and proposals

3.3.5 IDVerde UK

Acquired Quadron Services Ltd in 2016, the term contractor for grounds maintenance services at the Scrubs. Contract is with LBHF and was extended in 2015 to 2021. The depot is included within contract for borough wide use. Essential stakeholder to explore current and potential management.

- Current engagement is through regular GM meetings. No change proposed at present.

3.4 Tenant Stakeholders

These stakeholders have an active interest in a part of the scrubs through their lease. Their engagement in community consultation is desirable. Identified stakeholders are:

Thames Valley Harriers, (Lease on Athletics Clubhouse)

Kensington Dragons (Lease on Football changing rooms).

The Wormwood Scrubs Pony Centre. (Lease)

BMX No Lease yet agreed. BMX track implemented 2016/17.

Old Oak Community and children's Centre (Adjacent Muga is used by them but not in their lease)

The Kensington Aldridge Academy School Temporary lease of Redgra area in July 2017 following the Grenfell Fire.

- Opportunities for engagement and consultation need to be explored beyond discussions around lease

3.5 Secondary Stakeholders

No contact has yet been made with these groups who are based locally and may or may not have an interest in the Scrubs. A community engagement strategy is required to fully engage user groups and non- user groups following the user surveys. Potential communities to involve might include:

Residents

- Old Oak Housing Estate
- East Acton Housing Estate
- Other local residents

Employment

- Wormwood Scrubs Prison
- Hammersmith/Queen Mary's Hospital
- Network rail Crossrail
- Other local business's

Education

- Old Oak Primary School
- Ark Burlington Danes Academy
- Woodlane High School
- Other Local Schools
- Specialist interest Groups who are not currently users

3.6 Funding agencies

Several agencies have been involved in the past or been involved with similar projects. They could offer expertise and potential funding to increase potential of the project and might include:

- English Nature
- Groundwork
- English Heritage
- Blue Sky

3.7 Consultants

Consultants will need to be appointed to:

- provide the necessary ecological and landscape design service for project delivery.
- Provide expert advice to the project team and the project board.
- Transfer knowledge direct to the project team through project updates and contract management tools.
- Access ideas and concepts form related projects and experience.
- Reduce risk to the delivery speed of the project by having a '*project focus*' not distracted by '*day to day management*'.

3.8 Engagement of Stakeholders

Consultants will be appointed by LBHF with the agreement of HS2. Part of their role will be to produce an engagement strategy for stakeholders for the AEM project works. The scope of their work is further defined in the Consultants brief.

4.0 Programme

This programme is for the AEM works only. An overall masterplan programme should also be developed but this will be at a high level until detailed programmes are developed for sport and recreation.

4.1 The Agreement

This programme is driven by the Agreement between The Sec. of state for Transport and the Mayor and Burgess of the London Borough Hammersmith and Fulham relating to High Speed Rail (London West Midlands) Bill and ecological mitigation for wormwood scrubs (The Agreement) dated 20th October 2016. This requires the approval of the following by HS2:

- A Design Timetable
- Detailed Draft Proposal
- Specification
- The Contractor

4.1.1 Design Timetable

The timetable included in the Agreement as an appendix is set as follows:
Stage one.

(A) Scoping and conducting Phase 1 Habitat Survey. *Completed* before bills Royal assent 23rd February 2017.

(B) Commission further detailed ecological surveys: *In Progress*

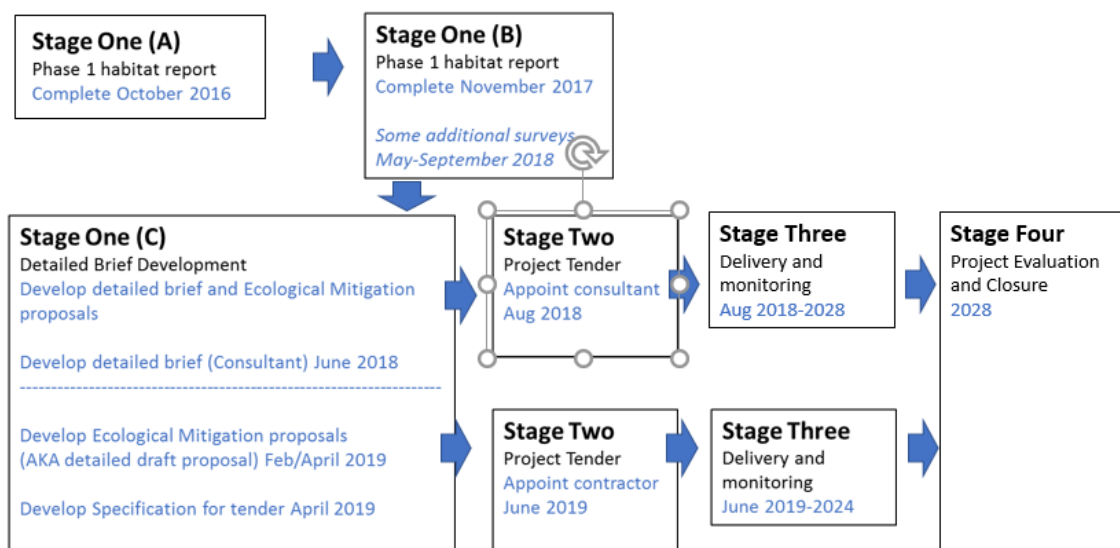
(C) Detailed Brief Development to produce Detailed Draft Proposal: *In Progress*

Stage two. Project Tender including development of specification and Tender.

Stage Three. Programme delivery (AEM Works) and monitoring

Stage four Project Evaluation and Closure

Fig 3 Illustration of Design Timetable



4.1.2 Detailed Draft Proposals

During Stage 1 (C) a brief for the appointment of Consultants to develop the detailed draft proposals (DDP) has been agreed with HS2. The DDP will:

- Have Planning permission (if required)
- Include mitigation of Stamford Brook Sewer realignment
- Include a programme
- Include a cost estimate
- Include any required surveys and design work
- Have proposals for implementation and maintenance
- Have approval of HS2

It is assumed that the Detailed draft proposal is equivalent to RIBA stage 3 and that if planning permission is required this will be obtained before requesting the promotor to approve the AEM. This is set out in the detailed AEM programme

4.1.3 Specification

On approval of the DDP HS2 will notify the Council to implement the AEM Works (Stage 2). This will entail developing a Specification to be agreed by HS2 which can be used to tender the works for implementation and maintenance. It is assumed that the specification is equivalent to RIBA stage 4.

4.1.4 Contractor

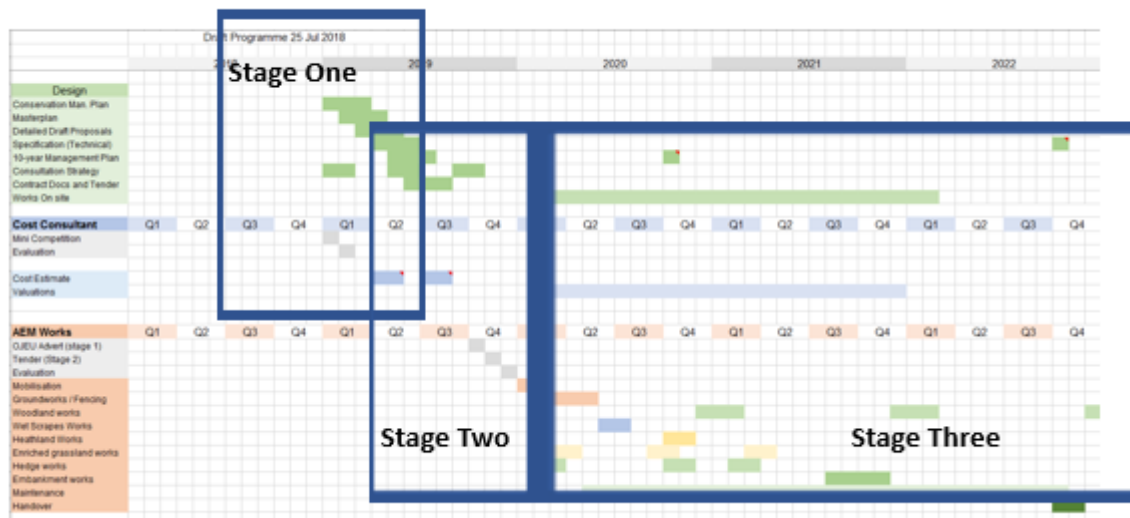
Tenders shall be received on the agreed specification. Tenders shall separate the costs of implementation and maintenance. Maintenance of the AEM shall be for a period of no less than 10 years. HS2 shall approve the council's choice of contractor ending Stage 2

4.2 The AEM Programme

Further to Design Timetable (Figure 3) a more detailed programme has been developed for the AEM. It includes the following assumptions:

- Cabinet approval for procurement of consultants obtained Oct 2018
- Most of the AEM works are seasonal
- Specification may need to be developed prior to planning permission to allow AEM works to proceed without too much delay.
- Grassland and Hedge works will have to wait until sewer works are completed
- Embankment works cannot start until Knotweed clearance is complete.
- Programme will be developed with contractor

Fig 4 Illustration of Design Timetable and AEM Programme



4.3 Management Plan

The management plan will be an evolving document being influenced by the baseline surveys, the impact of AEM and other projects and changes in other factors such as; climate, funding, visitor numbers and social factors.

It is expected that a draft plan will be included in the DDP, with annual reviews 2019-2029, Repeat baseline surveys at year 2,5, and 7 and a final report and hand over at the end of the ten-year period.

4.4 Other works and strategies

Several other programmes might influence the AEM including:

- Communications Plan and H&F Strategies
- Knot weed removal commences June 2018 (four-year programme)
- Stamford Brook Sewer realignment planned for Summer 2019
- Management of the LCS
- Retendering Grounds Maintenance
- Management of the Hospital sites
- OPDC Development
- Management of Wormwood Scrubs Prison.
- Success of White City Redevelopment area

5.0 Budget

5.1 Current LBHF Budget

The Scrubs, including LCS, is managed by LBHF on behalf of the WSCT. The Proposed Annual Budget for 2018/19 is £770,325.

- The major expenditure is grounds maintenance (GM) including LCS.
- The major regular income is from the car parks.
- A net Resource of £19,354 is predicted which will be added to unrestricted funds.
- Current unrestricted funds for 2017/18 is £515,243
- This cash balance can be used for non- routine maintenance or capital improvements to the Scrubs.
- This budget does not include any of the AEM Works.

5.1.1 Major Expenditure

The trust pays the council a sum to cover GM services for the scrubs and the running costs (staff, repairs, water bills etc) of the LCS.

- GM services are carried out by IDVerde whose contract is with the council
- LCS Services are run in house by the council including the budget for all costs and income.

5.1.2 Regular Income

The use of car parks provides significant regular income. Income could be increased by exploring;

- Better access, layout and maximising space of car parks
- Other land uses. Currently the major events space (The Redgra) is occupied by KAA school which excludes events but results in rent of £280,000 per annum. Other land uses only pay a peppercorn rent
- An Events Policy needs to be agreed by the Trust.
 - Events are managed by the events team who receive no income from this consequently it is not a priority for them.
 - There are opportunities for major events such as a pop festival but the appetite of the Trust and public for this kind of event is unknown.
 - Filming/Events income is currently budgeted at £99,000 per annum

5.1.3 Cash Balances

Cash Balances have been identified to carry out Capital improvements/repairs including:

- Repair/Removal of the Artillery wall
- Repairs/upgrades to Car parks
- Repairs to footpaths

5.1.4 Other funding

There are a number of other mechanisms to fund capital improvements. It is anticipated that other phases of the project will require resources outside the current Scrubs budget. The AEM Works Capital improvements are funded by HS2 and are currently the only funded works being considered in detail.

5.2 The AEM Budget

This budget is separate to the above considerations although decisions made there such as long-term management budgets and the future of the LCS will influence the success of the AEM works.

The Agreement sets out the agreed costs for the AEM works as £3,885,657. There is scope to increase this if the contractors tender (in accordance with the agreed specification) exceeds this figure and the costs are considered reasonable by HS2.

Currently budgets have been set for:

Project Management (LBHF staff costs)	£ 781,129
Project Management (Consultants)	£ 782,000
Biodiversity Surveys	£ 278,244
AEM works (including maintenance)	£1,559,727

Expenditure will be confirmed on an annual basis, a forecast will be made for the following year and a ten-year forecast for the anticipated project duration.

6.0 Associated Documents

6.1 The Agreement

This legal document sets out the responsibilities of HS2 and the Council to deliver the AEM works

6.2 AEM Risk Tracker

A Risk Tracker will be updated monthly at the Project team meeting. Opportunities will be added to the Risk Tracker as they are identified

6.3 AEM Programme

This has been developed from the Design timetable within the Agreement. It will be updated as required in particular on the appointment of the main consultants and contractors

6.4 AEM Expenditure forecasts.

A ten-year forecast has been made for the anticipated 10-year project duration. A more detailed forecast is also made for the current year which is updated monthly. Final Expenditure for the past year will be confirmed on an annual basis at year end.

6.5 Design Consultants Brief

This document is being developed to aid the procurement process

6.6 Councils Standing Orders

The appointment of Consultants and Suppliers will be in accordance with the councils Standing Orders. These standing orders reference the Public Contracts Regulations 2015 and are supplemented by the council's financial regulations and purchasing guides.