



War Memorial Park Management and Maintenance Plan 2011-2021



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Declaration



Coventry City Council (the Council) recognises and accepts the need to provide the financial resources required to implement the Management and Maintenance Plan for War Memorial Park (as set out in the Financial Plan, part of the Lottery funding submission) for a minimum period of ten years.

The Council agrees to up-hold the standards of management and maintenance indicated within the plan, to be evidenced by securing a Green Flag Award for a minimum of five years following completion of the capital project works.

The 10-Year Management and Maintenance Plan, including the Financial Plan is formally adopted by the Council.

Ces Edwards

Head of Parks and Open Spaces
Coventry City Council

Date 11.11.11

Executive Summary



War Memorial Park is Coventry's premier park at almost 50 ha in size, it is the largest green space within the city boundary, which has had the benefit of almost £3m lottery funding in 2010/11. It is a worthy site for investment to improve the range of facilities it offers to a culturally diverse city. The investment has helped to protect, conserve, enhance and interpret the park's heritage value, both physical and social. It is recognized that alongside capital investment there is a need also to review how the park is managed and maintained.

This is a 10-Year Management and Maintenance Plan (MMP) that sets out standards of care for the period 2011-2021. It builds upon the work completed during the lottery bidding process and will be further evolved as the MMP progresses. The timing of the Plan is set to follow on from the restoration and renewal of the park, which was completed in July 2010.

The financial implications of raising standards has been researched and recorded in a detailed 10-Year Financial Plan. The increased level of investment within the revenue budgets for the park are protected and will ensure that the park is maintained to higher standards that prior to the improvement project. This will be evidenced by Green Flag status and increased user satisfaction. But improved standards of care are not solely about

revenue budgets. The skills, training and 'sense of ownership' of park staff have an influence on the perceptions and realities of care.

Also having a clear focus and plan of work are key ingredients to successful park management. The roles and potential responsibilities of stakeholders also require investigation. This MMP sets out for the first time a comprehensive review of all these factors. It assesses the financial needs matched to a training and volunteering strategy. It identifies those partners who can contribute to local capacity building and proposes a more inclusive decision making process. The injection of Parks for People Funding into War Memorial Park has seen it transformed, becoming a park of regional significance. It will require high standards of care from the site based maintenance staff who are now under the direct control of the Park Manager, to ensure that this significance is protected beyond the lifespan of the capital funding.

Due to the size of the documentation linked to this MMP, supporting documents and further detailed information has been included in the Appendices. A list of its contents appears on page 74 of this plan, which is an essential supporting document to be read in conjunction with this plan. Both the MMP and Appendices are submitted for assessment in hard copy and CD formats to the Awards administrators.



Part 1

Where are we now?

1 Introduction



1.1 What sort of management plan?

The main reasons for developing this management plan are to:

- Set out a clear vision for War Memorial Park
- Promote consensus through consultation and involvement
- Ensure continuity and capacity
- Prepare for change
- Ensure the site is properly described
- Provide a framework for making decisions
- Set clear standards
- Enable strategic planning
- Set out a clear and achievable action plan
- Establish a framework for monitoring achievement of the action plan

'The management plan needs to be a site-specific, working document that provides a clear vision of the site's development and should identify how the Green Flag criteria are managed and maintained.' – Green Flag Guidelines

1.2 Structure of management plan

This management plan is based on a structure that has been devised to meet the needs of the Council's

Parks Service, Lottery funders and to meet Green Flag guidelines.

A number of management plan guidelines exist that detail how such a document should be developed and written. The guidelines that have been used to assist the development of this document are the CABI Space 'Guide to Producing Park and Green Space Management Plans' (2004), which fulfils the Green Flag's requirement and the HLF Public Park Initiative's '10 Year Management and Maintenance Plan Guidelines' (2003).

As both documents clearly state, no two management plans are the same, with every park and green space having a unique demand depending on individual character, management and political agenda.

The structure adopted for this report broadly follows the CABI Space outline as outlined over the page:

Where are we now?

- Introduction
- Policy Context
- Site Description

Where do we want to get to?

- Vision
- Assessment and Analysis
- Aims and Objectives

How will we get there?

- Work / Action Plan
- Finance and Resources

How will we know when we have arrived?

- Monitor and Review

1.3 Intended audience

This management plan is first and foremost a working document that will be a reference point to potentially all who have an interest in the management of War Memorial Park such as the Council, site contractors, and residents' groups. It has been written to clarify what decisions the Council and the sites' managers have made with regard to how the site should be used, and consequently how it will be maintained.

It also contains the background information and the reasoning behind the decisions.

1.4 Period of the plan and stages of review

This management plan has been written to cover a period of 10 years, from 2011 to March 2021, to support the BIG and Heritage Lottery Fund application for the restoration of War Memorial Park and for submission for the Green Flag Award. Initially written, as a draft for inclusion in the lottery submission during the late summer/autumn of 2008, it has been re-written to include the changes to the park since the lottery funded project was completed. It will remain in circulation and as the foremost guide to decision making for War Memorial Park until 2021, unless subsequent review of the

whole document decides that revision is necessary. It is acknowledged that circumstances may change within Coventry City Council, and within the park. As a working document, it will have to react to such changes and be dynamic enough to accommodate change. It has therefore incorporated stages of review which will measure performance. The management working group will meet to discuss the success and failure of any decisions and work. It will also be necessary for the management working group to meet and write the next year's work plan. A review will take place twice per year to allow for monitoring of work in progress as well as work proposed.

1.5 Members of the working group

Streetscene and Greenspace

Head of Parks & Open Spaces - Ces Edwards

Park's Manager - Ann Akerman

Park's Supervisor – Steve Shelton

Garden Supervisor – Simon Walden

Service Manager Sports Arts & Heritage - David Nuttall

Marketing & Communications Manager - Julie Fairbrother

Events & Activities Coordinator - Lee House

Streetpride Area Manager South – Martin Sollis

2 The Local Context



2.1 The Council

The City Council consists of 54 elected members, three representing each of the 18 wards. The political composition of the Council is:

- Labour 43
- Conservative 11

The council is comprised of the following directorates:

- **Chief Executive's** - The Chief Executive is responsible to the 54 councillors for the effective and efficient running of the council. He has the most senior members of staff and leads the Business Management Group of the authority. It is their responsibility to ensure that the Corporate Plan of the Council is delivered including contributing to the Coventry Community Plan.
- **City Services and Development**
- responsibility for strategic planning, transportation, development control, physical regeneration programmes, economic development and diversification, inward investment, economic planning, public/private partnerships, operational and commercial property, joint ventures and arms-length partnerships in the regeneration/development

area, focus on public protection, street services, highway services, customer and support services, climate change, Sports, Arts and Heritage.

- **Children, Learning and Young People** – services for schools, children, young people and families and for communities.
- **Finance and Legal Services** – collecting Council Tax and Business Rates, administering Housing Benefits, financial and legal advice to Councillors and senior managers, setting budgets, monitoring spending and producing final published accounts for the Council, providing financial advice on large Council projects
- **Community Services** – Social Care for Adults and Older People, Housing Strategy and Services (including Asylum Seekers and Refugees), Libraries and Adult Education.
- **Customer and Workforce Services** - Customer and Business Services, Democratic Services, and Human Resources.

2.2 The Community

War Memorial Park is situated within Earlsdon ward. The neighbourhood is now considered to be one of the most desirable districts of Coventry. With little redevelopment Earlsdon has managed to keep much of its natural scenery. Earlsdon has many neighbourhood groups who meet throughout the year to discuss local issues such as anti social behaviour and crime issues, as well as successes within the area.



Figure 2: Council Wards

Households and health

The following table from the 2001 census outlines the levels of health within the Earlsdon ward and Coventry City Council as a whole. Figures from the 2011 census will not be available until Feb. 2013 at the earliest.

The health of the local population is superior to the average Coventry percentage, as is the number of residents with limiting long term illness. These benefits may well be conferred by the above average provision of green space within the ward.

	All People	Male	Female	Health Good	Health Fairly Good	Health Not Good	Limiting Long Term Illness
Earlsdon	16543	49%	51%	70.96%	20.64%	8.4%	17.19%
Coventry	10975	49%	51%	67.41%	22.63%	9.97%	18.56%

Age and employment

The first table below shows the age profile of the Earlsdon Wards from the 2001 census. A balanced age structure is shown with no disproportionately large or small population groups. The balanced population structure combined with the high level of economic activity shown in the second table demonstrates a stable community base surrounding War Memorial Park.

Age Group	Earlsdon	Coventry
0-4	4.10%	6.23%
5-9	5.37%	6.64%
10-14	6.44%	6.96%
15-19	6.8%	7.37%
20-29	13.95%	15.01%
30-44	19.08%	21.34%
45-59	19.85%	16.58%
60-74	13.91%	12.45%
75-89	9.37%	6.89%
90+	1.12%	0.54%

Status (male)	Earlsdon	Coventry
Employed	61.60%	60.40%
Unemployed	2.80%	5.3%
Student	4.1%	3.7%
Retired	12.4%	10.5%
Looking after home/family	0.40%	1.00%
Permanently sick/disabled	3.7%	6.5%
Other inactive	1.9%	3.1%

Ethnicity

The demographic of the Earlsdon Ward shows a reasonably diverse population, although slightly less diverse than the demographic of Coventry as a whole. As a diverse population is represented within the locality of the park, future consultation exercises should attempt to reach each of these groups to foster better-informed management decisions.

Ethnic Group	Earlsdon	Coventry	London
British	83.0%	78.3%	59.79%
Irish	3.1%	3.5%	3.07%
Other White	2.9%	2.2%	8.29%
White and Black Caribbean	0.3%	0.8%	0.99%
White and Black African	0.1%	0.1%	0.48%
White and Asian	0.5%	0.5%	0.84%
Other Mixed	0.3%	0.3%	0.85%
Indian	6.5%	8.0%	6.09%
Pakistani	0.4%	2.1%	1.99%
Bangladeshi	0.3%	0.6%	2.15%
Other Asian	0.4%	0.6%	1.86%
Caribbean	0.4%	1.1%	4.79%
African	0.4%	0.6%	5.28%
Other Black	0.1%	0.1%	0.84%
Chinese	1.0%	1.2%	1.12%
Other	0.4%	0.5%	1.58%

2.3 Other local green spaces

Coventry city council own and manage numerous neighbourhood parks in the vicinity, including Top Green Park, Tutbury Avenue Public Open Space and Quinton Park. These are generally managed as open space with play areas or sports pitches.

More significant parks convenient for travel from the city centre include:

Allesley Park (a Green Flag park) - situated approximately 3 miles west of the city centre off the Allesley Old Road. The park is 36 Hectares in size, facilities include a golf course, play area, youth shelter, car park, crazy golf course, extensive footpaths and open grassed parkland.

Caludon Castle Park (a Green Flag park) - situated approximately 3 miles east of the city centre. The park is 10 Hectares in size and is the site of the partial castle ruin. Facilities include a play area, car park and open grassed parkland.

Holbrooks Park - situated approximately 3 miles north of the city centre. The park is 12 Hectares in size. No buildings are present on the site although a new changing room facility and sports pitch improvements are planned for 2013. Existing facilities include a play area, skate bowl, football pitches and car park.

Longford Park (a Green Flag park) - situated approximately 4 miles north of the city centre. The park is 26 hectares, through which the River Sowe flows. Facilities include a changing room, MUGA (multi use games area), skate park, play area, football pitches, extensive footpaths, cycle way and formal gardens.

Spencer Park - a small Sport Play and Play site approximately half a mile south of the city centre, 1.6 hectares in size. Facilities include Tennis Courts and Bowling Greens

2.4 Other local facilities

Educational facilities, community centres and places of worship within the catchment area of War Memorial Park include:

Educational facilities:

- Stivichall Primary School
- Grange Farm Primary School
- St Thomas More Catholic Primary School
- Coventry Preparatory School *
- Manor Park Primary School
- Davenport Lodge School *
- Kenderdine Montessori School *
- Finham Primary School
- Finham Park School
- King Henry VIII School *
- Howes Community Primary School
- Earlsdon Primary School
- Bishop Ullathorne Catholic School
(* Denotes private school)

Places of Worship:

- St James Church
- St Martin In The Fields C Of E Church
- St Martins Vicarage, Green Lane Coventry
- St Thomas More R C Church
- Quinton Park Baptist Church
- Quinton Park Coventry
- New Horizon Church
- St Barbara's Church
- Queens Road Baptist Church
- St Joseph The Worker R C Church

Community Centres:

- Coventry West Indian Community Centre
- Whoberley Youth & Community Centre
- St Peter's Community Centre
- Hope Centre Coventry Ltd
- Hillfield Young Peoples Centre
- Horn Diaspora Community Foundations
- Stoke Aldermoor Community Centre

3 Policy Context and Strategic Significance



3.1 Coventry Partnership

The Coventry Partnership (Coventry's Local Strategic Partnership) benefits from the active involvement of the public, private, voluntary and community sectors. The chair of the Partnership rotates annually between the public, private and voluntary sector. The Chief Executive of the City Council is the Partnership's Secretary. The Coventry Sustainable Community Strategy (formerly the Community Plan) is the key planning document that the Coventry Partnership is using to improve local services in Coventry and at the same time, narrow the gap between priority neighbourhoods and communities and the rest of the city.

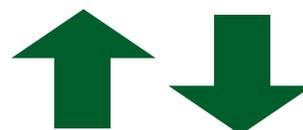
The Coventry Partnership has committed itself and each member organisation to deliver this strategy which will:

"Bring together the resources, energy and creativity of key organisations, groups, communities and people to work to meet the economic, social and environmental needs of the City of Coventry and the health and well-being of its people."

Coventry Sustainable Community Strategy (outlines long term outcomes for the city)
Local Development Framework Core Strategy (provides the spatial dimension for the Sustainable Community Strategy)



Council Plan 2011 - 2014 (sets out three-year priorities)



Key Coventry Strategies and Partners' Plans (will deliver the Sustainable Community Strategy long term outcomes and Directorate Management Plans)

3.2 Council Plan 2011 - 2014

This plan sets out our vision for the city and our priorities for the next three years - based on our commitments to the people of Coventry and the issues that residents have told the Council are the most important to them. It builds on the council's previous plan and reflects the progress that has been made since this was written some three years ago.

Coventry City Council: Balanced Scorecard 2011 – 2014 Vision, Objectives, Values and Ways of Working

Vision and Objectives	Coventry proud to be a city that works...			
	...for jobs and growth	...for better pavements, streets and roads	...to support and celebrate our young people	...to protect our most vulnerable residents
Values	We're proud to do this by...			
	... being honest, fair and transparent when we make decisions ... working with residents, communities and partners to get things done ...celebrating all that's good about our city and its future			
The way we work	We will transform the council to enable us to deliver our vision and objectives by...			
	...reviewing and improving services ...using resources effectively ...supporting councillors and staff			

The Coventry Plan sets out at a strategic level the key issues that need to be tackled in partnership by organisations throughout the city. Although based on the current Community Plan, the new Sustainable Community Strategy will have a longer timeframe and will look to 2026 to fit better with regional spatial and economic strategies and spatial planning timescales. The Sustainable Community Strategy will be developed within the context of future growth and aspirations for the city. It will set out a long-term vision and long term strategic objectives and outcomes for Coventry that will make it a place where people choose to live, work, learn and to do business and to focus on ensuring that future growth is used to transform the city and benefit local people by improving quality of life, raising aspirations and narrowing the gap in the city.

3.3 Coventry's Cultural Strategy, 2007 - 2017

The Cultural Strategy has been produced by the Coventry Cultural Partnership, an organisation bringing together the range of organisations and people who are involved in delivering or promoting cultural services to the city of Coventry.

The key aims of the strategy (and its accompanying Events Strategy) are to maximise the benefits to Coventry and its communities from further cultural development. Guiding principles are as follows:

- focus on the 'big issues' that affect the cultural sector and which offer the maximum opportunity for strengthening culture across the city
- build on Coventry's strengths, address the existing opportunities and
- identify the objectives against which present levels of resourcing need to be measured
- be ambitious and aim for distinctiveness, innovation, high quality and high profile
- seek to increase participation in all forms of cultural activity particularly by priority groups and priority neighbourhoods
- recognise that all stages of cultural 'production and consumption' need to be addressed if a strong cultural sector is to be developed in the city
- initiate a process to strengthen the leadership for and understanding of culture's contribution to the future development of Coventry
- ensure effective mechanisms for communication and implementation of its objectives across stakeholders and the wider community

The strategy encompasses a diverse range of cultural activities, broadly defined as 'all the things people might do to have fun'. Key areas and activities relating to War Memorial Park are as follows:

- the built heritage, architecture, landscape and archaeology
- sports events, facilities and activities
- parks, open spaces, wildlife habitats,
- water environment and countryside
- recreation
- children's play, playgrounds and
- play activities
- tourism, festival and attractions
- informal leisure pursuits

3.4 Green Space Strategy

The Green Space Strategy has been developed to provide a strategic framework for the future management of Coventry City's parks and green spaces. The strategy also addresses the requirements of Planning Policy Guidance Note 17(PPG17), which sets out government guidance in relation to the development of clear and transparent planning policies for parks, open spaces, outdoor sports and recreational facilities. The guidance calls for local authorities to set standards for parks and open spaces that recognise both the present level of provision, and local people's views and aspirations regarding the present and future provision.

The vision of Coventry City Council for green space is:

'To provide attractive, high quality accessible green spaces that are well maintained, safe, clean and are important to local people. This will be achieved through clear, open and robust planning policies that ensure that green space contributes to local character and plays an important role in everyday life of residents whilst supporting the regeneration of the city.'

The City Council has identified War Memorial Park as the Premier Park for the city on the grounds that significant numbers of people visit the park from all over the city. The park is easily accessible by public transport and is close to the city centre. The park includes many attractive features and is of a scale that provides a rich variety of opportunities.

3.5 Promoting Physical Activity - a Strategy for Coventry 2008-2012

The document sets out the vision and aims of encouraging everyone in Coventry to adopt a healthier lifestyle. The success of the strategy will make an important contribution to improving health and well being of the people in Coventry. A strategic approach to promoting physical activity is proposed and partnership between health, transport, leisure providers and those promoting active and healthier lifestyles will be essential if trends in activity are to be reversed.

Key strategic objectives are as follows:

- To plan and deliver a “Coventry Active” marketing campaign to encourage a large number of people to make a small change in their physical activity levels
- To provide front line staff in the PCT and Coventry City Council with accurate and up to date information on opportunities and facilities for physical activity through the Coventry Active Database
- Mainstream Coventry Let’s Walk walking scheme
- Support volunteering through establishing a volunteer management post in Culture, Leisure and Libraries
- Modernise or renew public leisure facilities, including Coventry Sports Centre
- Ensure that strategic planning processes contribute to creating a local environment, including facilities for outdoor recreation, physical activity and play that supports an active lifestyle.

This strategy was made available for consultation to stakeholders and the general public during April and May 2008. This was achieved by electronic distribution under Coventry City Council website, PCT website, voluntary organisations, public and invitation to comment from the list of consultees located in appendix 1.

Following consultation a final strategy will be taken forward for approval to Coventry City Council Cabinet, the PCT Board and the Health and Wellbeing Group that is part of the Coventry Partnership.

3.6 Equality Strategy 2011 - 2014

Coventry City Council is committed to making a difference to the lives of the people of Coventry by improving equality of access to our services; achieving a culture of respect for people from different backgrounds, challenging harassment and discrimination; ensuring that our employment opportunities are fair, and our workforce is representative of our city.

We have come a long way, and we are determined to make improving equality of opportunity in Coventry an integral part of all that we do by placing equality at the heart of the council’s commitment to service quality and improvement. During these challenging financial times we need to ensure that the decisions that we make on how we allocate resources and how we design our services are taken in the knowledge of how they advantage or disadvantage any particular community. This no doubt will be a challenge in itself.

This Equality Strategy is the result of consultation with people who work, learn and live in Coventry, and focuses on those areas of inequality which impact most on the lives of local people, this includes considering the socio-economic impact of decisions made.

Coventry’s outcome-focused approach to equalities links to the City’s priorities outlined in the Coventry’s Sustainable Community Strategy and this puts us in a strong position to respond positively to the Equality Act 2010.

We will continue to embrace this approach, and focus on these key equality outcomes and the things that matter to the people of Coventry. This will enable the City Council to continue to make a very real difference and help to increase equality of opportunity in our city.

More specific objectives include providing opportunities for people with learning disabilities to access new skills and gain greater confidence, play equipment that is suitable for disabled children with a range of needs and ensuring unlimited access to parks for users of electric wheelchairs.

3.7 Play Strategy - ‘Something to do’ A strategy to improve play opportunities for children and young people in Coventry, March 2007

Coventry’s Play Strategy has been developed by a range of Council services working in partnership with the voluntary sector. Drawing on findings from extensive public consultation, together with the audit findings and national research and consultation, the Play Project Team agreed a set of ten strategic aims for the Play Strategy. The strategic aims are:

1. Widen the range of play experiences available to children and young people by increasing the opportunities for informal and natural play
2. Identify, understand and work to remove the barriers to free, open access play
3. Ensure City Council, partners and citizens understand and value the benefits that play can bring to children and young people
4. Fully engage children and young people, parents and carers in the design, development and delivery of play opportunities in the city
5. Improve co-ordination and management of the delivery of play across Council services and partners
6. Address inequalities in play
7. Encourage healthy play
8. Ensure that play opportunities offer a balance between risk and challenge and safety
9. Build on best practice and research innovation in play
10. Develop children’s capacity to play independently and together, and promote intergenerational play.

The strategic aims are clearly relevant to War Memorial Park, not only in the provision of formal fixed play equipment in traditional playground settings, but also for more natural playscapes based on landscape features.

3.8 Climate Change Strategy for Coventry, March 2008 (updated strategy out to consultation Nov/Dec 2011)

Coventry is already demonstrating clear leadership on tackling climate change, beginning with signing the Nottingham Declaration on Climate Change in October 2006. This committed the City Council to act decisively in its role as community leader to tackle the causes and effects of climate change, by producing a strategy and action plan and by working in partnership with the community and businesses to tackle climate change.

In terms of adapting to climate change, there are implications for grounds maintenance and other landscape management activities. New ways of working will be developed, ranging from species choice in landscape planning, reflecting the changing conditions, to rescheduling of mowing regimes to reflect longer growing seasons. Work schedules and operational planning should take into account the impacts of extreme weather events on outdoor working. Particular areas for attention might include exposure to UV, managing unsafe trees during and after storms and disruption to effective maintenance during and after floods. Storm events will require additional labour for clearing up. Plant stocks, including trees in the city, will be at risk from leaf scorch in hot summers and fungal diseases in milder, wetter winters.

The maintenance and provision of facilities in public open spaces, especially parks, may have resource implications in our future climate. Keeping areas litter free, supplied with shade and water, and absorbing the impact of increased visitor numbers may require a review of service provision. Additionally, in the context of events planning, risk assessments should include consideration of extreme weather events and the development of contingency plans.

3.9 Access Audit and Action Plan

An access audit was carried out for War Memorial Park prior to the restoration works being undertaken, the main issues identified below, have been addressed as part of the works package. The main issues arising were as follows:

- “Approach routes were found in the most part to be well made and level. However, unsurprisingly some paths do not meet basic accessibility requirements. Recommendations have been made either to widen the existing path or provide passing areas; provide handrails to paths with gradients considered to be hazardous; to create a more level route in the worst case situations.
- Steps and ramps generally required upgrading. There were no examples of tactile warning surfaces and contrast to tread nosings was also lacking.
- The quality of car parking facilities vary dramatically from hard surfaced car parks with well marked accessible bays, to loose earth/gravel car parks with no accessible bays. Deficiencies in loose surfaced car parks can be addressed by providing hard surfaced accessible bays adjacent to existing circulation routes.
- A variety of hazards particularly for individuals with visual impairment were found within the park. The most common of these were vehicle bollards, and whilst ideally these would be removed many serve a security function. The hazard can be adequately addressed by repainting to improve visibility.
- Generally the required level of signage and wayfinding is not met or not present at all”.

The refurbishment of the park addressed these issues with a comprehensive programme of improvements.

3.10 Local Biodiversity Action Plan

Local Biodiversity Action Plans are an effective mechanism for reviewing the local wildlife resource and setting out of the steps required to increase biodiversity. War Memorial Park is covered by the Warwickshire, Coventry and Solihull Local BAP. The BAP sets out challenges to maximise habitats through Habitat Action Plans (HAP) while enhancing

the recreational value of such sites. The core objectives included are:

- To identify the more ecologically important parks and open spaces and their ownership
- To maximise our knowledge of such sites and ensure they are appropriately designated (e.g. SINC, TPO, Conservation Areas)
- To maintain and enhance the extent and quality of semi-natural habitats in and around parks and public open spaces with priority given to those holding UK BAP Priority Species, Red Data Book Species, Nationally Scarce and Regionally Scarce Species
- To promote good management practice in parks and public open spaces which will maximise their wildlife value without compromising safety, and to share knowledge through the development of a network of regular communication between landowners and practitioners.
- To encourage local communities to undertake local action that enhances the contribution of parks and public open spaces to biodiversity.
- These objectives are highly relevant to the management of War Memorial Park, especially as the ecological value of the park is currently rated as low. In order for the management of the park to allow the full realisation of its considerable biodiversity potential, a Biodiversity Enhancement Strategy & Management Plan has been produced (attached as appendix B).

3.11 The City of Coventry Unitary Development Plan, 1996-2011 (to be replaced by the Coventry Core Strategy following consultation in 2012/13)

Coventry’s Development Plan makes strategic provision for the long-term use of land and buildings, providing a framework for local decision making and the reconciliation of competing development and conservation interests.

It aims to ensure that land use changes proceed coherently, efficiently, and with maximum community benefit. Development Plans indicate clearly how local residents, landowners, and other interested parties might be affected by land use change. They are subject to regular periods of intensive public

consultation, involvement and negotiation.

War Memorial Park is designated as an area of green belt as shown on the Proposals Map and thus is protected by policy GE 6: Control Over Development in the Green Belt:

‘Inappropriate development will not be allowed in the Green Belt unless justified by very special circumstances. Development within or conspicuous from the Green Belt must not harm the visual amenities of the Green Belt by reason of siting, materials or design.’

More specifically, the outdoor sports facilities also fall under policy GE 4: Protection of Outdoor Sports Facilities:

‘Proposals that would result in the loss of, or a reduction in, land used or last used for outdoor sport will not be permitted unless:

the Coventry Green Space Standards will be met in the locality following the development and any requirement for the particular form and quality of facility will continue to be met; or the land is not capable of contributing to meeting those Standards because of its physical characteristics’

War Memorial Park also possesses ridge and furrow remnants which are protected by policy GE 14: Protection of Landscape Features:

‘Important landscape features of value to the amenity or history of a locality, including mature woodlands, trees, hedgerows, ridge and furrow meadows and ponds, will be protected against unnecessary loss or damage.’

3.12 Rewards and Recognition

War Memorial Park has unfortunately not been recognised with any formal awards in recent history, although it has been judged for many years as part of the city’s Britain in Bloom competition.

4 Legal issues



4.1 Ownership

War Memorial Park is wholly owned by the Coventry City Council.

4.2 Byelaws and the Control of Dog Faeces

The Clean Neighbourhoods and Environment Act 2005 and the Dog Control Orders Regulations 2006 allow Coventry City Council to require owners to clean up after their dog in areas designated under the order. The Council has designated all highways (including roads, footpaths, school playing fields, woodland, sports fields and parks). All dogs are excluded from entering children's play areas within War Memorial Park.

Dog owners who are caught not 'picking up' face receiving a Fixed Penalty Notice for £75. Non-payment of this notice could result in prosecution where magistrates can fine up to £1000.

4.3 Concessions

The two park cafés concession was let in 2011 for an initial five year term.

4.4 Licenses

A license to sell ice creams is granted annually at present. A licence to provide inflatable play equipment is granted annually at present.

4.5 Listings and Designations

Buildings are listed by English Heritage to help protect the best of our architectural heritage. When buildings are listed they are placed on statutory lists of buildings of 'special architectural or historic interest' compiled by the Secretary of State for Culture, Media and Sport under the Planning (Listed Buildings and Conservation Areas) Act 1990, on advice from English Heritage. Listed buildings are graded to show their relative importance:

- Grade I buildings are those of exceptional interest
- Grade II* are particularly important buildings of more than special interest
- Grade II are of special interest, warranting every effort to preserve them

None of the buildings in the park are currently listed, however, English Heritage have assessed the site and buildings for listing and will report their findings in Spring 2013. It is thought that both the park land and park structures including the Memorial will be listed within the Register of Parks and Gardens. This is highly significant as it is an important part of the city's heritage.

5 Site description



5.1 Overview

Name of Site	War Memorial Park
Address	Kenilworth Road, Coventry CV3 6PT
Ownership	Coventry City Council
Management	Coventry City Council
Site Area	48.50 hectares
Map Reference	432492,277138
Ward	Earlsdon
Councillors	Councillor Allan Andrews, Councillor Michael Hammon, Councillor Ken Taylor
Local Hierarchy	Premier Park

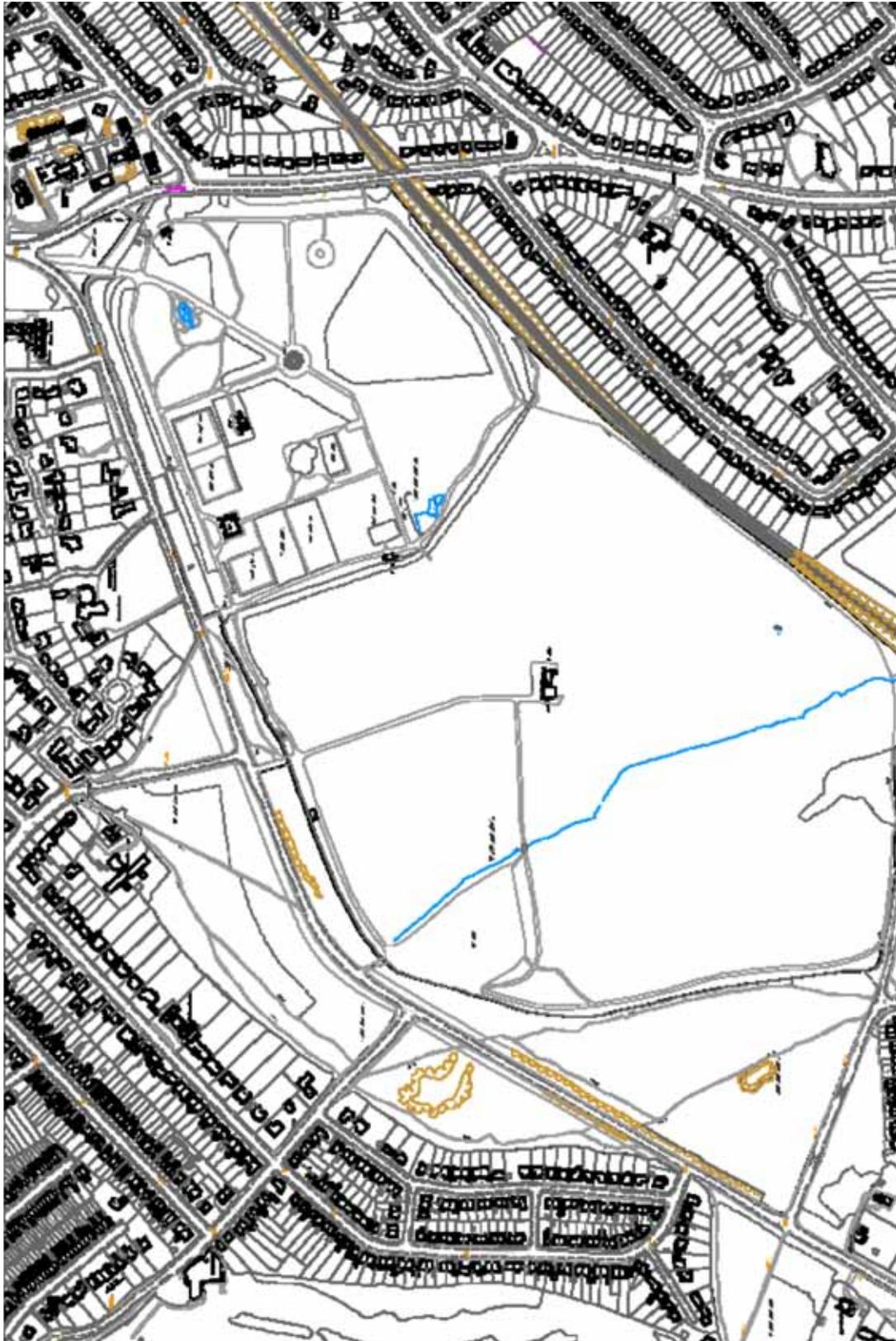


Figure 3: Plan of War Memorial Park



Figure 4: Aerial View of War Memorial Park (looking South)

5.2 A brief history of War Memorial Park

The War Memorial Park is located in the ancient parish of Stivichall, approximately 1.5 km south of the modern city centre of Coventry and occupies an area of approximately 48.5 ha. It is bounded to the north-west by the Kenilworth Road, to the east by the Leamington Road, to the south-east by the mainline Coventry and Leamington railway (built 1842, formerly LNWR) and to south and south-west by the Coat of Arms Bridge Road.

The medieval village of Stivichall developed along what is now the Leamington Road, though all trace of the original settlement has since been lost, first to farm engrossment in the 18th century, later to the construction of the railway in 1842 and to 20th-century suburbanisation; only the Parish Church of St James survives, itself an early 19th-century rebuild of a medieval predecessor, demolished in 1810 though buildings of 17th-century date survive to the west at Stivichall Croft, near Coat of Arms Bridge.

The former closes which comprise the Park have their own local historical significance. Some of them were assarts from the wildwood, probably enclosed in the years around 1300; others were formerly part of the open fields of the village of Stivichall, informally enclosed before 1700. Remnants of the ridge and furrow of these fields survive in the archaeology of the park, as does the evidence of the mediaeval roads which cross the site, one of which forms the division between the formal park and the playing fields. The ditch which crosses the southern park represents the boundaries of ancient fields.

Medieval Period – 16th Century

Stivichall was not mentioned in Domesday, but is thought may have been included in the entry for Coventry. It is first mentioned as one of a number of chapelries 'restored' to Coventry Priory by Ranulf de Gernon, Earl of Chester, in the early 12th century. Shortly after Ranulf's death in 1153, his son Hugh de Kevelioc, granted the estate to Walter Durdent, Bishop of Coventry (at the time styled Bishop of Chester), who remained lord of the manor until the mid 16th century when the estate was sold

to Thomas Fisher of Warwick in 1547. In 1160, it consisted of settled land with a manor house occupied by a local lord, a mixture of villain and free tenants and a well-developed system of open fields. Fisher sold much of this purchase to Thomas and Arthur Gregory of Coventry in 1563.

17th Century – 19th Century

Some land was retained and by 1619 had been sold by Fishers' grandson to Sir Clement Fisher (not a relative) of Packington. It is supposed that this is the land which was recorded in the eighteenth century as belonging to the Earl of Aylesford, descendant of Clement Fisher. Most of the closes which became the Park were the property of the Earl of Aylesford in 1787, and so are likely to be part of the land which had been retained by the Fisher family. It was sold to Arthur Gregory in 1842.

Early 20th Century

In 1919, an appeal was made to raise funds for a memorial fitting to the remembrance of the servicemen of Coventry, fallen during the First World War. The site at Stivichall Common was acquired by the City and opened to the public on 9th July 1921, though little work had been achieved by this time beyond the removal of hedge boundaries and the infilling of ditches.

The decision to purchase was clearly influenced by the long history of public enjoyment of Stivichall Common the Grove and the Kenilworth Road Spinneys, which were one of the most photographed areas of open land surrounding the city. The common, though always regarded as part of the Park, was never intended to be enclosed within it, and was proposed to retain its rustic character. The Spinneys were acquired a little later to protect the landscape quality of the much loved Common and the approach to the city from the south.



Figure 5: War Memorial Park
Opening Ceremony

1920s

Early works to the park concentrated on establishing an infrastructure of pitches and basic facilities which continued to develop throughout the 1920s.

1921 Jul 9	Formal opening of the park
1921	Drinking fountain placed on Earlsdon Lane
1921	First sports provision in the park
1922	Beginning of construction of footpaths
1922	Fencing railway boundary
1923 Feb	Decision on location of main entrance and War Memorial and to plant memorial trees
1923	Erection of temporary bandstand
1923	Hospital Carnival
1923 Jun	First hospital carnival to be held in the park
1923 Jul	First drumhead service held
1923 Sep	Approval of layout
1924	Design for War Memorial
1925 Feb	First planting of memorial trees

1925	First temporary dressing rooms
1926	First four hard tennis courts
1926	Rock gardens constructed
1926	First car parking in the park
1926	Purchase of Stoneleigh estate and the spinneys
1926	First tennis courts constructed
1927	Completion of bowling greens
1927	Sale of Stivichall estate to Coventry for housing development. Demolition of Stivichall Hall begins
1927 Feb	Gates completed
1927	Memorial completed and opened
1928	Extension of City boundary to include the park and Stoneleigh estate
1929	Removal of bandstand
1929	Playing fields leveled
1929	Car park near the Grove

1930s

1930	Oaks begin to be planted
1930	Golf Course and putting green
1931	Rose garden
1932	Acquisition of Stivichall Croft; extension of city boundary to include it
1933	Riding circuit (removed 1935)
1933-5	Planning and construction of pavilions and shelters.
1935	Aviary

1940s

1941 Nov	Use of park for anti-aircraft guns. Construction of road for military use from Coat of Arms Bridge road
Before 1945	Roadway from Beechwood Avenue
1948-52	Memorial tree planting
1949	Five additional hard tennis courts

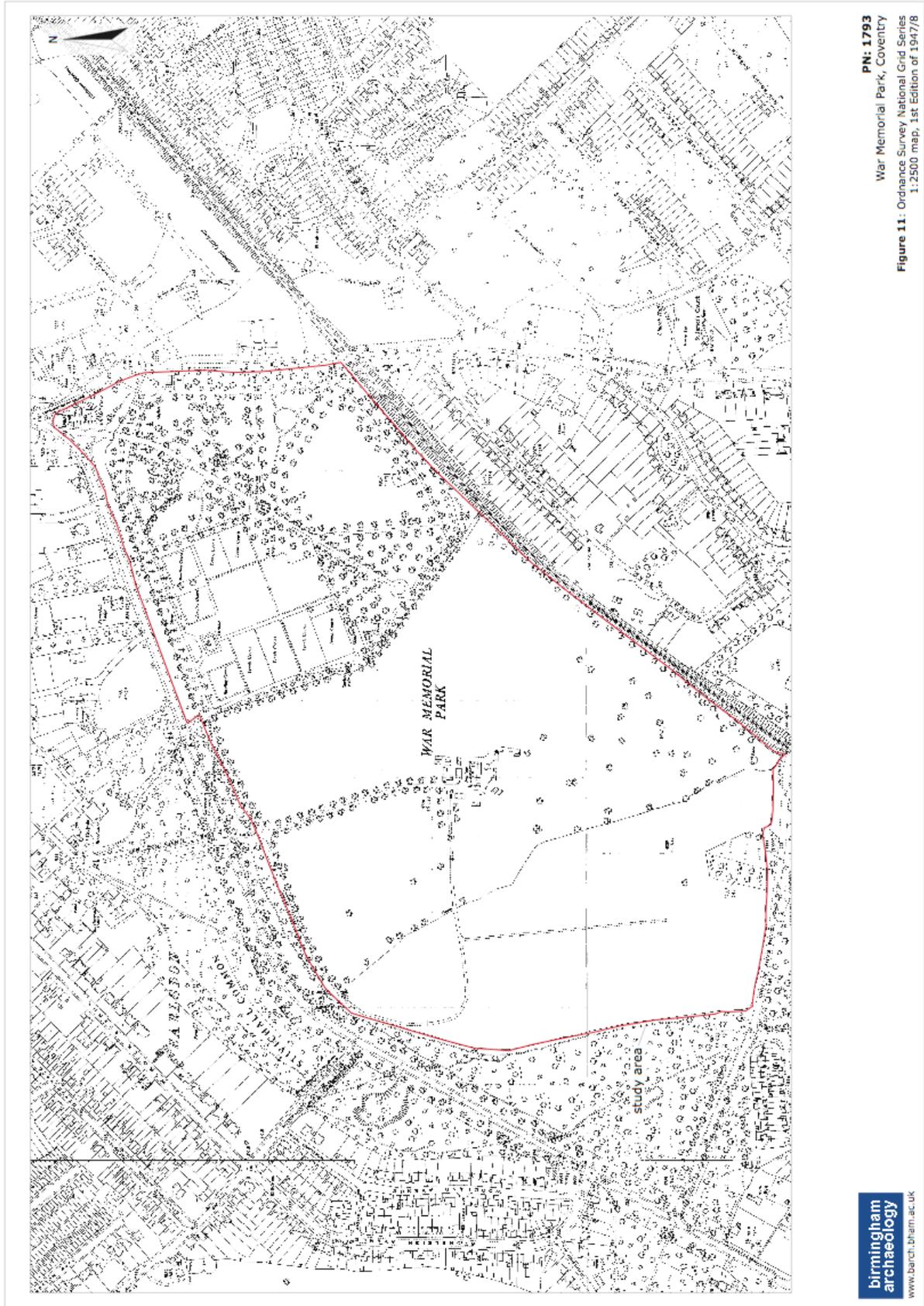


Figure 6: War Memorial park, OS Extract 1st Edition 1947/48

1950s

1951	Play equipment
1951	Miniature railway
1953-4	Proposals for Winter Garden on Stivichall Common
1954-5	Proposals for new restaurant and swimming bath

1960s - 2003

1963	German Garden of Peace
1964	Demolition of Toll House
1984	Discontinuance of old aviary and pets' corner New aviary building
1994	First Kite Festival
1997	Renewed playground equipment
2000	Restoration of memorial plaques
2000	Pavilion refurbished
2001-2	Skateboard Park
2002-3	Splash and Play
2010-11	Significant refurbishment works as part of a Lottery funded project

5.3 Significance of the park

The significance of War Memorial Park can be quantified in many different ways but key areas include:

- the parks value as a community leisure resource
- formal parks are rare as a form of memorial and of those that do exist, War Memorial Park is one of the most significant
- remnants of ridge and furrow and historic field patterns shed light on the development of the area
- while not currently noted for its wildlife value, the park presents a significant opportunity for ecological enhancement, offering a refuge to wildlife on the edge of the urban area.

5.4 Why the park needed restoring

Budget cuts in the 1980s and 1990s were a contributory factor to the decline in the physical condition and loss of detail (especially in the planning) within the park.

While funding is viewed as a low priority, physical deterioration of the park and consequently its value to the community are inevitable.

Much of the park's significance lies in its pre-park history and in particular the veteran hedgerow trees and ridge and furrow patterns.

5.5 What was restored and needs further restoration

The park was originally divided into two principal character areas. These comprise the formal parkland and the active sports area. The objective achieved in delivering the improvement project was to create a third character zone. This focuses upon the natural environment and created a 'country park' atmosphere.

Built features within the original two character areas, including the Memorial and pavilions were enhanced and restored as part of the capital works completed in 2011.

5.6 Significant features and compartments

The 3 broad character areas are broken down further into a number of sub-divisions or compartments. Whilst the boundaries are not wholly distinct between sub-divisions, and overlaps occur, the physical spatial or functional characteristics are sufficiently distinctive to warrant its character being recorded separately. Each of these character areas has their own identity, whether this is represented in the park furniture or signage provided, for example, or in how they are managed and maintained, but they all contribute to and have been designed to be complementary to the overall management objectives.



1. Main Entrance

Well maintained mound outside park boundary with tall pine trees and under storey bulb planting. Double gates with elephant plaques and pedestrian gates to the side. The gate pillars have feature lighting to reflect the 1920's when the park was originally opened. Double row hedge along Kenilworth Road to the west with close mown grass in between. Approximately 5-metre gap between hedges. Site of former children's railway.

2. Vehicular and Pedestrian entrance off Leamington Road, signposted.

Pedestrians are guided through a "Learning Gateway" entrance pavilion, clad in Portland stone to match other park structures, it provides a strong visual statement of the park at this well used entrance. Free parking is provided for approximately 40 cars.



3. Avenue to Memorial

Grand axis/procession to Memorial from entrance gates. Sense of arrival with gleaming Memorial at the end of the vista, trees framing the view of the Memorial, seasonal bedding on either side.



4. Rock Garden

Restored sunken rock garden, with plenty of horticultural interest. This area once contained a pond feature but this no longer exists.



5. Leamington Road Boundary

A native, deciduous hedge forms the boundary between Leamington Road and the Park. An avenue of Fagus and a procession of tall Ilex shrubs run parallel to the hedge along a broad macadam path.

6. Pedestrian Entrance on Leamington Road

There is a side entrance with gate and narrow macadam path leading to main macadam path, which ends in this corner where Leamington Road and the railway line intersect. There is an electrical substation within the site on this corner where palisade fencing (erected by Railtrack on their boundary) continues along the full length of the site boundary southwest to the intersection of the railway and Coat of Arms Bridge Road.

7. Rose Garden

Hoggin path leads to and surrounds the rose garden. Box hedges create a formal pattern surrounding the rose beds. The area is not secluded or sheltered and views in and out are far-reaching. This area is scheduled for refurbished as part of the Friends work programme in 2012/13.

8. Open Grassland

A large open space with a scattering of maturing memorial trees, drainage is poor, mostly close-mown grass.

9. Railway Line

Palisade fence visible along the whole length of the line (erected by Railtrack on their boundary). Some mature trees along the fence and some shrubs. Some scattered bulb planting. The railway is below ground level where it meets the park, crossing below

Leamington Road, rises to ground level and up to the level of Coat of Arms Bridge. The path along this stretch was widened and re-constructed in tarmac in 2011.

10. Hedge Boundary

A native hedge separates the formal area from the games fields. At the bottom of the path running along the railway line a gap in the hedge allows access to the fields beyond.

11. Woodland

Informal paths along desire lines have created a compacted area with no under storey vegetation.

12. Stream and Pond

Stream, mound, pond & rockery were renovated and replanted to create an intimate space and to improve its value as a wildlife habitat in 2011.



13. Skateboard Area

Well used by children and teenagers, the adjacent pavilion was refurbished in 2011.



14. Tennis Courts

The tennis courts, which are well used and now have Beacon status following restoration in 2011 with funding from the Lawn Tennis Association. Inspire2Coach, tennis coaching organisation, use the bottom block of four courts for tennis coaching and hope to develop a community club here in 2012.



15. Macadam Path to Kenilworth Road

A wide macadam path leads north from skateboard area along tennis courts to Kenilworth Road. A gap in the hedge at the boundary of Kenilworth Road has been closed with post & rail softwood fence.

This corner marks the end of the double row hedge running from the Main Entrance. To the east, parallel to the double row hedge, lies a grand avenue of Blue Atlas Cedars. To the west is a macadam path running along the inside of the site boundary. Outside the boundary lies a wooded area with understory shrubs and ivy with informal path. There is access to this area from the park.

16. Café (again clad in Portland stone)

Well used by all age groups. Seating and tables are provided by the café. Wooden benches are provided facing the west bowling green. WC's are situated in the same building as the café, provided and maintained by the Council. The eastern side of the building houses park offices.

Two further bowling greens lie to the east of the café. A large stretch of close-mown grass lies between the tennis courts, café, children's play area and the aviary. 5 bicycle stands are placed in front of the Park office reception area.



17. Aviary

The Aviary is fenced off within the park and sits within a sparsely vegetated area. It well used and of interest to many visitors. The building visually jars with the Memorial and café pavilion, its future will be the subject of review within the MMP.

18. Children's Play Area

Two adjacent but separate areas, one a fenced off water park which closes in winter, the other a newly refurbished play area with sand surfacing. The play area was refurbished in 2011, an additional 50k funding to help provide this much needed improvement was secured by the Friends Group from the Changing Spaces lottery programme. Both are popular, attracting a large number of users, with their families also using the adjacent grass area for picnicking.



19. German Garden

This is a semi-enclosed area with paving around it. It was laid out originally after WW2 by a group of people from Germany, it has now been restored as part of the capital restoration works.

20. War Memorial

This 87 feet high structure, clad in Portland stone (as is the Cenotaph in London) is believed to be the highest War Memorial in England, is focal point of the park, it was refurbished in 2010/11 to include a complete exterior clean to remove decades of grime and environmental pollutants. To improve the setting of the Memorial new granite steps have been provided in addition to a ramp to aid access to the Chamber of Silence. Hand railing has also been provided.



21. Path along the Railway

A line of trees punctuates the palisade fencing along the railway boundary. There is some bramble on the railway embankment but not very vigorous. A macadam path runs along the site boundary lined with cherry trees. The trees become less frequent where the path skirts the pitch and putt course.

22. The Stream

The Stream separates the Pitch and Putt area from the bottom 1/3 of the park. The volume of water flowing is very low and the course of the stream is hardly visible through the narrow slit in the grass sward. The western bank has been improved with the provision of wild flower meadow seeding. There

are pedestrian bridges linking the two banks. Some Ash trees are present along the length of the stream.

23. The Visitors Centre

This former central pavilion has been completely refurbished to provide an education room, reception foyer (with interpretation and exhibition space), football changing, parks managers office, café and an outdoor performance space to the rear of the building, it is now a focal point for park users.



24. Footpath to Park & Ride

This is a cherry lined macadam path which is a busy thoroughfare linking the car park to the formal north eastern segment of the park and Visitors Centre.

25. Green Strip along the Stream

Native planting is present that will improve its wildlife value, with species such as Hawthorn. The area is being more actively managed to ensure more vigorous growth.

26. Pitch & Putt

Predominantly mature trees set in an undulating landform, with close-mown grass and no under storey vegetation.

27. Sports Pitches

The park supports a large number of pitches, the area to the front and left of the Visitors centre was re-modelling in 2011 to provide three pitches that conform to Sport England criteria. The drainage from these, discharge into the adjacent stream helping to increase the limited water flow.



28. Green Buffer

A strip of green with similar characteristics to Stivichall Common, with mature trees and native under storey vegetation provides a suitable habitat for wildlife, including birds.

29. Park & Ride

Large car park with CCTV cameras and a bus shelter, taking passengers to the city centre. This is one of the main entrances to the park.

An illuminated macadam path starts on the west edge of the car park and curves around it towards the south and then to the east, joining the main path that leads from the car park towards the Visitors Centre. A cherry avenue lines the circular path. On the outside of the path there are beds of native planting with small trees and shrubs such as Crataegus, Salix, Corylus, Cornus and Sorbus. Northwest boundary has new black cast iron fencing with pedestrian gates on either side of the vehicular entrance.

30. North Footpath

Wide macadam footpath in good condition. Narrow strip of Stivichall Common continues outside the park boundary. Pedestrian entrance passes through the Common. The refurbished machinery store positioned on western side of this stretch of footpath has been repainted (to cover up the graffiti that once adorned it) and an ivy “green wall” has been planted.

The pavilion to the east of this footpath is finished in Portland stone to match other structures in the park, has been refurbished to create a functional building as the previous one did not serve a particular use.

Although of brick construction and not matching the Portland stone of the other structures in the park (built at the same time) this building will now be used as a Social Enterprise and educational resource. It is also hoped to extend this use to allow charities to fund raise from this structure.



31. Path to Visitors Centre

Mature avenue of mainly Fagus with some Betula. Broad macadam path with some patches.

32. West Field

Wide expanse of close mown grass, which slopes towards the stream at its southern boundary. The field is bounded by a native hedge to the west and the south with intermittent gaps created by pedestrians working their way through. This part of the park is surrounded by Stivichall Common to the west and part of the south, but the character of the fields is very different to that of the Common.

Pedestrian entrance without gate at south eastern corner and wide gated vehicular entrance along southern stretch. A macadam footpath starts on the south western corner of the field and continues along the southern boundary to meet the path that passes the Pitch and Putt up to the formal section of the park, parallel to the railway line. Along the southern boundary are 3 no 1m³ concrete cubes (believed to be wartime protection of gun emplacements sited in the park) has now been added to with a further eight “learning cubes” to create an outdoor learning space. Also along this stretch is a wooded area with mature trees and an underground munitions bunker.

33. Stivichall Common

This is outside the park boundary but forms a backdrop to the west and north of the site. The Common contains native trees such as Quercus and Fagus, with Bramble, Ivy and Ilex shrubs and woodland bulbs. The area is a Local Nature Reserve.

Benches and Waste Bins

Benches and waste bins are located throughout the park in prominent positions; locations of the benches have been agreed in consultation with the Friends group. Their size and type vary over the three character areas by design, however, this park furniture may change over time as new products come onto the market. Any updates will be managed to be cost effective ie if a bench is in a good serviceable condition it will not be removed just because it doesn't match others in that zone.

5.7 Main uses

The core works undertaken during 2010/11, deliver a balance between restoration and renewal, combining facilities for local park users with those for visitors in order to widen the park's appeal, the park was re-zoned into three areas which includes the following:



Area 1: Formal Park

- Leamington Road Car Park
- Main Entrance Gates & Piers
- North East Pavilion
- West Pavilion
- War Memorial
- Cafe Pavilion
- Ornamental Rockery Garden
- Theme Gardens
- Tennis Courts (LTA funded)
- Site Furniture & Signage
- New Tree Planting
- Planting Works

Area 2: Sports/Events Zone

- New Footpath Links
- Entrance Improvements
- North Pavilion
- Machinery Store
- Visitors Centre
- New Adventure/Active Play Area
- Playing Fields
- Site Furniture

Area 3: Country Park

- Ecological Enhancement Works
- Environmental Education
- Access Improvements

5.8 Who are the users?

The existing audience is drawn principally from 3 sources:

- Local residents living within close distance to the park
- Less local residents who visit the park from across the city, in particular its wet play facility during the summer months
- Those attracted by the programme and events held within the park

The park is situated close to the urban centre of Coventry and a 1 km radius from the park would encompass approximately 27,000 residents, 9% of Coventry's population.

The site is located in the Earlsdon Ward with a population of 16,543.

Within 1-mile radius of the park are 6,670 children attending schools. These comprise 8 state schools catering for the ages 4-11 (2,737 pupils). In the 11-19 year age group there are 2 state schools with a total of 2,572 students. In addition, there are a further 6 independent schools teaching a total of 1,361 students between the ages of 5-18. Nearly 25% of all children attending state education in Coventry are from ethnic minority groups.

Slightly beyond the 1-mile radius is the University of Warwick to the south with a population of 7,539 students and City College to the north with over 14,000 students. The potential for development of the educational audience is seen to be a significant opportunity, yet to be fully explored.

The park's immediate catchment area is largely residential; however, free parking at the park and ride facility, ease of access to the city centre and being within walking distance from the central railway station means that the potential for audience development is considerable.

During a city survey of Coventry residents, more than 40% stated that they had visited War Memorial Park. This is a clear indication that the park is perceived as a citywide facility as well as a local one. A key factor in attracting a citywide audience is the range of events and activities held in the park. These can account for visitor numbers to the park annually in hundreds of thousands.

5.9 Stakeholders

The list below details bodies and organisations that have a vested interest in the successful management of War Memorial Park. Each stakeholder has different degrees and levels of interest in the Park however each is important in the management of the site.

- British Trust for Conservation Volunteers
- Cheylesmore Residents Association
- Community Empowerment Network
- Coventry and Central Warwickshire Sunday Football League
- Coventry and District Sunday Football League
- Coventry Ethnic Minorities Active Partnership
- Coventry Minor Football League
- Coventry Printers Bowling Club
- Coventry Youth Service Democracy Project
- Disabled People's Advisory Panel
- Earlsdon Residents Association
- Friends of the War Memorial Park
- People In Action
- New Communities Forum
- Rochester Road Residents Association
- Stivichall Primary School
- Stivichall and District Residents Association
- War Memorial Park Café
- Warwickshire Wildlife Trust
- WM Police

The following City Council officers also have an interest in the park:

- Andrew Walster, Assistant Director, Streetscene & Greenspace, City Services & Development (CSDD)
- Ces Edwards, Head of Parks and Open Spaces, Streetscene & Greenspace, CSDD
- Ann Akerman, Parks Manager, CSDD
- Lee House, Events Co-ordinator, Chief Executives Directorate

5.10 Geology, Topology and Hydrology

Between Tamworth, Kenilworth and Nuneaton is an anomalous island of older carboniferous coal measures. The older rocks, which contain layers of sandstone and coal, have been pushed upwards through the softer Mercia mudstone of the Triassic period. The coal seams are nearest to the surface in the north of this broad island and run progressively deeper to the south, towards Coventry. The rocks within this area date from 300-350 million years.

The site slopes gently from the western edge towards the southeast, ranging from 97.5 AD along the Kenilworth Road boundary and falling to 82.5 AOD at the intersection of the railway with Coat of Arms Bridge. The broad curve of the contour lines appear to be defined by the course of the small stream running along the south western boundary of the pitch and putt golf course.

The park incorporates two small ponds within the rockery areas. Comparisons with early edition OS maps would appear to confirm that these ponds existed within the agricultural landscape and were utilised for amenity purposes when the park was being laid out.

A small stream/open culvert runs across the park broadly west to east. The surrounding land and newly re-modeled pitches, drains into the stream.

5.11 Conservation of natural features, wild flora and fauna

Ecological Issues

An extended Phase 1 ecological appraisal was undertaken in mid March 2006. The survey categorised the park into eight habitat types. Each type has been accorded an ecological value based upon the Institute of Ecology and Environmental Management (IEEM Guidelines, July 2005). The habitat types were recorded with the following values:

- Plantation Woodland: Lower Value
- Parkland & Scattered Trees: Lower Value
- Hedgerow: Lower Value
- Introduced Shrub: Lower Value

- Grassland, Amenity: Lower Value
- Grassland, Improved: Lower Value
- Standing Open Water: Lower Value
- Buildings & Hard Surfaces: Negligible Value

In spite of its proximity to extensive areas of ecologically rich landscapes the park is itself largely devoid of any value. There exists tremendous scope to tailor the current management and maintenance regimes within the park to significantly increase ecological diversity. Whilst this will be targeted primarily towards those species listed within the Biodiversity Action Plan for Parks (BAP), other opportunities for increasing the range of habitat diversity will be explored on an ongoing basis.

6 Current maintenance arrangements



6.1 Overview

Grounds maintenance works are carried out by site based gardeners under the direct instruction of the Garden Supervisor and Park Manager. Existing operations are largely based on a schedule of works although there is a 'static allowance' that enables staff to undertake non-scheduled works as necessary. This provides the budget holder with a degree of flexibility and cost effectiveness to maintain a large site cost effectively. Operations that are routinely carried out by Streetpride (the councils maintenance team), are those that involve larger machinery and equipment, which is not cost effective to be solely based in the park. These maintenance functions include gang mowing and side arm flail cutting of the perimeter hedging.

Also, as Streetpride's litter teams, those that empty litter and dog waste bins do so on a "round" basis with War Memorial Park being included in a round in this part of the city.

During the main summer months the parks' staff is increased to include staff for on-site litter picking and to cover the ticket offices and operate the water play area.

All major arboricultural work is undertaken by the councils external Arboricultural Contractor under the supervision of the Council's Trees & Woodlands Officer.

Operation	Overview of works undertaken	Annual Cost
Grass cutting	<p>Amenity grassland cut by various types of pedestrian and ride-on mowers at various frequencies, as per maintenance schedule, to meet the set standard.</p> <p>Amenity mowing is carried out weekly through the main cutting season and as necessary the remainder of the year dependant on weather conditions.</p> <p>Tractor mounted gang mowing approx - 14 times per year carried out by Streetpride.</p> <p>The wild flora areas are cut after seeding has been completed using a flail collector and tractor, usually September/October</p> <p>Strimming is carried out as necessary, varying in different areas of the park</p>	<p>£66,021</p> <p>£4,404</p>
Ecological areas	The wild flora areas are cut annually in September/October by site based staff, as above.	£11,542
Arboricultural works	Minor tree works is undertaken by site based staff, major works are undertaken by the councils external Arboricultural contractor under the direction of the Trees & Woodlands Officer	£8,000
Shrub Beds	Traditionally maintained by site based staff together with an annual winter clean up	£11,429
Annual Bedding	The bedding areas are planted up twice a year, weeding and edging up undertaken on a weekly basis	£4,040
Ornamental Areas (Rose Garden, heather beds, bulb areas, herbaceous, aquatic areas)	These traditional horticultural features are maintained on a much more regular basis as and when required. They are also focal points for both volunteer and gardening group activity	£19,131
Hedges	This park contains both field and ornamental hedges. The field hedges are maintained on one occasion per year using a tractor mounted flail by Streetpride. The ornamental hedges are cut on three occasions per year by the site based gardeners. These include the bowling green hedges	£10,724
Paths and hard standings	Grass encroachment is removed annually within Zone 1, the formal part of the park and on a three year cycle elsewhere. All footpaths receive a weekly mechanical sweep.	£2,202
Weed control	Herbicide usage is kept to a minimum within the park, however, this is the most cost effective means to control weed growth around buildings and on hard standing areas. Occasionally footpaths and obstacles within grass areas are also treated.	£1,357
Waste Bins	Litter and dog bins are emptied three times a week in winter and daily in summer.	£5,400
Litter removal	Sweeping and litter collection undertaken three times a week during the winter months, this increases to daily and twice daily, particularly around high use areas such as the play area, during the summer. In addition, a two person casual litter picking team, based in the park, is employed during the summer months to undertake litter picking and bin emptying duties on a shift basis (7 am to 7 pm).	£39,483

Play area	Daily visual inspection by on-site parks staff, visual weekly safety inspections are undertaken by Streetpride play area inspectors. Operational inspection undertaken quarterly and an annual inspection undertaken by an external company. Inspections are electronically recorded for audit purposes by the Parks Development Officer for the south part of the city.	£4,347
Water Play Area	This is commissioned and de-commissioned annually by a specialist external contractor as it is only operational from April to September annually. Daily surface monitoring and cleaning is undertaken by site based staff, in addition to water quality checks. The Parks Mobile Team, who have a swimming pool plant room maintenance certificate, undertake all daily/weekly plant maintenance, and are on call to react within an hour to emergencies	£17,000
Site furniture	Boundary fencing, footfall counters, lighting columns, notice boards, signage, benches and bins are formally inspected on a quarterly basis, any damage is recorded and repairs requested.	£6,814
Buildings and structures	All buildings and structures in the park are formally inspected quarterly any repairs are recorded and orders placed to rectify these.	Staff time for inspections, separate budget of £25,500 for repairs
Leaf collection	Fallen leaves are cleared and removed for composting in the "stable yard" during the autumn. Larger open areas are cleared using a flail collector behind a tractor. This mulches the leaves and twigs into a material that will compost easily.	£7,400
Total		£219,294

Note: In providing this work schedule the Parks Service has moved away from the traditional “contract speak” to working with a more flexible schedule that outlines works, but has a degree of flexibility built into it to cope with variable work loads, weather conditions, events and other day-to-day ‘happenings’ in the park that influence the works schedule. A detailed monthly works schedule is included in Section 6 of the Update document.

Fly tipping

Fly tipping outside the park is either reported by members of the public, the rangers or by Streetpride operatives. Residents can either report to the Council's hotline number 0500 834 333, to the onsite staff or to the rangers. Reports to the hotline number are logged and forwarded to an appropriate supervisor in Streetpride who arranges for removal. In cases of fly tipping any evidence connecting the waste left on sites to any individual or business is kept and reported to the Environmental Health Section who will investigate with a view to prosecuting the offender if sufficient evidence would support such action.

6.2 Inspections - infrastructure

Infrastructure items such as the fences, gates, benches, bins, etc are covered by a general visual inspection carried out by the Parks Supervisors to identify any basic hazards. These are carried out on a quarterly frequency.

Residents also report incidents of vandalism/damage or anti-social behaviour. There is a central number for all reporting: 0500 834 333.

Emergency Services Unit (ESU)

When the City Council's telephone exchange closes at approximately 5.00pm weekdays and during bank holidays and weekend periods, emergency calls are diverted to either the Contact Center (which is open until 9pm weekdays and to 1pm on Saturdays) or at all other times to Coventry Communications Centre.

The ESU operates out of the Communications Centre on a city wide basis and have comprehensive communication network. The majority of mobile staff are connected through this network which provides fully integrated communications and safety support at all times. Should any incidents occur they provide a manual or electronic logging facility.

During any 24 hour day, 365 days a year ESU provide a communications link for any person, including other local authorities, that may require contact with Coventry City Council. Call 024 7683 2222.

Out of hours 024 7683 2222

Help desk (normal office hours) 024 7683 2960.

6.3 Health and safety procedures

Coventry City Council has produced a Corporate Health and Safety Manual that sets out the duty of care by the council to its employees and citizens. In addition to this document each service provider has a specific health and safety plan covering that area of work.

The Parks Service Management Team discuss health and safety issues on a monthly basis and on a quarterly basis undertakes a "Trend Analysis" of recorded accidents within all parks and open spaces. The section below is a guide to how we address both the physical safety of the park's infrastructure and also the safety of people in the park.

6.4 Safety of equipment and facilities

War Memorial Park contains a range of facilities that require regular inspections due to their potential hazard to parks users. Different agencies take responsibility for items as follows (see also monitoring regimes below):

Children's playground – the play facilities are checked visually on a daily basis by parks staff. In addition a weekly visual inspection is undertaken together with an operational inspection quarterly by Streetpride staff who record all inspections on the City Council's PSSLive play area inspection recording system. In addition to this an independent playground inspection is carried out annually identifying compliance with appropriate EU standard risk assessment. Both inspection processes are complementary and identify "findings" that require rectification within a pre-set timescale depending on the issue identified. The inspection procedure for parks is included in Section 4 of the Update document.

6.5 Safety of users and staff

User safety is a prime concern for all those involved in the management and development of War Memorial Park and is addressed on a number of levels.

The site based staff operates on a shift system to ensure that regular monitoring of the park is undertaken. These staff are trained in basic health and safety awareness, first aid, child protection and customer care as part of the Parks Services training and development programme. All staff are provided with standard Council uniforms so that members of the public can clearly identify them when needed. They are equipped with mobile telephones and radios and operate seven days a week.

All accidents or incidents are reported according to Council procedures entitled “The reporting of accidents, near misses and incidents”, dated June 2008. Copies of all occurrences are kept within the departments electronic files (link: G:\Parks\Health & Safety\ANM&\ANM&l Log) for monitoring by the Parks Services Management Team on a quarterly basis and the original is sent to Community Services Human Resources Health and Safety Services.

6.6 Tree safety

A new approach to Hazard Tree Surveys was undertaken in 2009 by the Parks Service covering parks, woodlands and open spaces. An external consultant assisted in preparing our Tree Risk Management (TRM) strategy (see Appendices) which moves away from the compulsion to tag and survey every tree and moves towards a hazard

and target driven approach. Individual sites are assessed on usage level in the proximity of large trees and then categorised into red, amber or green zones with red equating to high risk, down to green, low risk. The professional surveyor makes this assessment which is logged on a hand held data collector using MapInfo GIS linked into the council’s Asset Management System, Confirm. The nature of the zone dictates the frequency of inspection and during the inspection process tree defects are noted and corrective orders raised through Confirm with the instruction going to City Services and Development to complete the work in an agreed time frame.

At War Memorial Park, the formal areas are designated as a red zone with a frequency of a 30 months rolling inspection programme. The remainder of the park is either an amber or green zone with a 60 months inspection rolling programme.

6.7 Hazard identification and risk management

In 2009, a new system of risk management was developed and introduced. This is set out in the table below:

Management	Specific element	Park Services responsibilities	Partner responsibilities
Risk Management	Play area safety	Daily visual inspections Annual independent inspection commissioned by parks development team.	Weekly visual inspections undertaken by Streetpride. Quarterly operational inspection and repairs undertaken Streetpride.
	Building safety	Monthly and quarterly buildings inspection by Park’s Services staff and reported through defect management process. Fire risk assessment is undertaken and reviewed quarterly by Park’s Services staff.	Overall building safety examined by Building and Consultancy Services.

Management	Specific element	Park Services responsibilities	Partner responsibilities
Risk Management	Water safety	<p>Risk assessments for water safety undertaken by Parks Manager.</p> <p>Minor repairs to water safety infrastructure undertaken by Parks Development Officer.</p>	<p>Risk assessments for operatives working in, on or near water undertaken by Streetpride.</p> <p>Major repairs to water safety infrastructure undertaken by City Services and Development or Building and Consultancy Services.</p>
	Infrastructure safety	<p>Infrastructure bins, benches, gates, barriers footpaths and fencing inspections are undertaken by the Parks' Supervisor.</p> <p>Any minor works will be initiated by the Supervisor.</p>	<p>Informal monitoring of infrastructure (bins and benches) by Streetpride during normal duties and reported to Parks Manager.</p>
Site maintenance	Grounds maintenance	<p>All grounds maintenance operations apart from gang mowing, flail hedge cutting and waste bin emptying is undertaken by site based gardeners under the supervision of the garden supervisor.</p>	<p>Streetpride undertake gang mowing, flail hedge cutting and waste bin emptying.</p> <p>Operational risk assessments are undertaken by Streetpride.</p>
	Tree maintenance	<p>Tree hazard management system in place. Inspection coordinated / inspected by the Trees and Woodlands Officer.</p>	<p>All tree maintenance is undertaken through Streetpride by an external company. Operational risk assessments are undertaken by Streetpride.</p>
	Play area maintenance	<p>Major vandalism repairs coordinated by the Parks Development Officer.</p> <p>Maintenance and upkeep of signage undertaken by the Park's Manager</p>	<p>Cyclical cleansing and litter management undertaken by Streetpride with sand maintenance undertaken by a team from Rugby BC with a specialist machine, on a frequency basis based on footfall.</p> <p>Minor repairs to equipment and surfacing undertaken by Streetpride.</p>

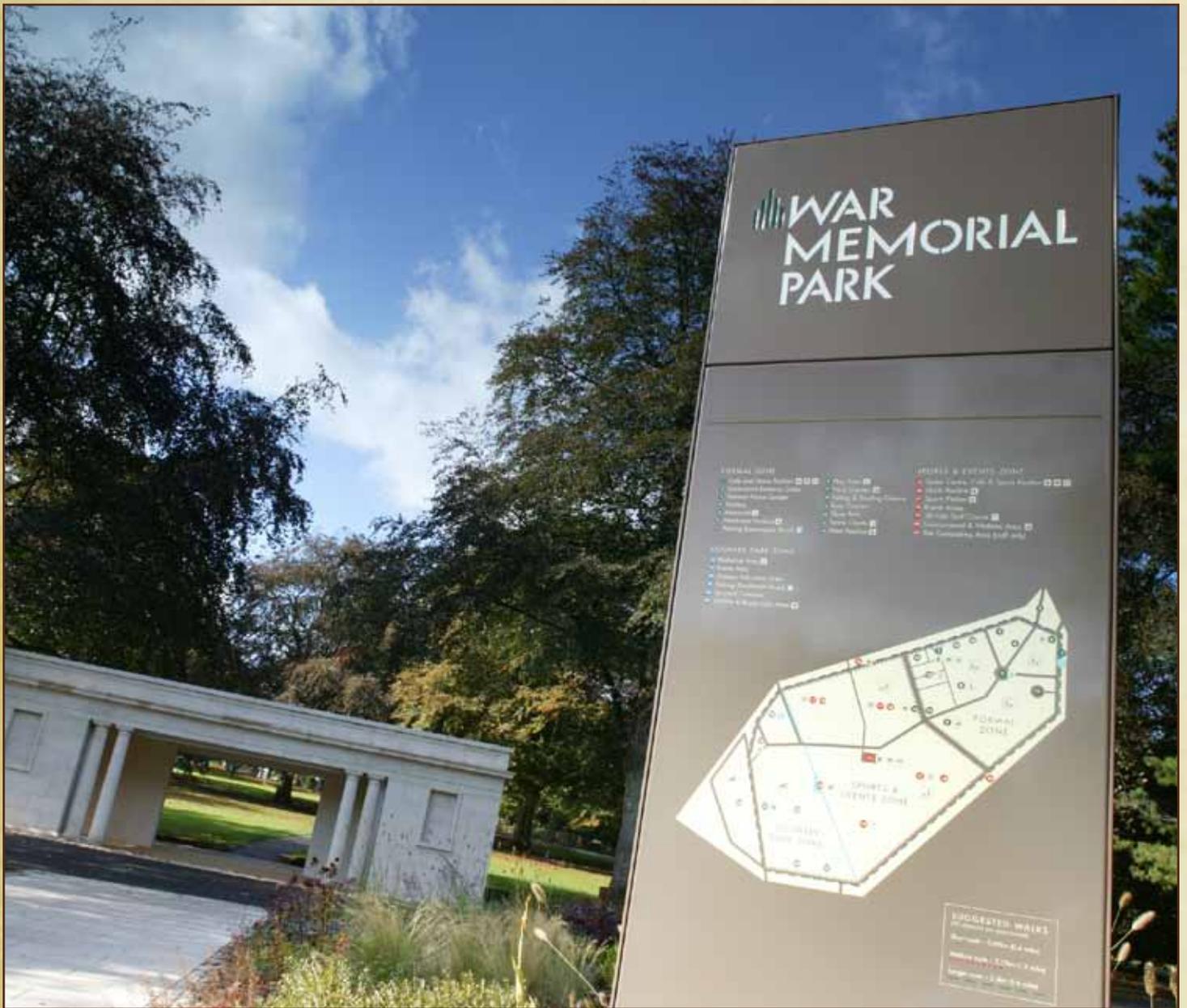
Management	Specific element	Park Services responsibilities	Partner responsibilities
Site maintenance	Building maintenance	Minor repairs undertaken by parks staff Minor graffiti removal undertaken by parks staff	Major building repairs undertaken by Building and Consultancy Services through the Property Maintenance Account. Major Graffiti removal undertaken by Streetpride.
	Sport facility maintenance	The site based staff undertake all specialist maintenance operations on the sports pitches.	Streetpride undertake gang mowing operations, line marking and goal erection and removal.
Facility Use	Event bookings	Smaller events are delivered by the Park staff. Education Room Bookings are organised and administered by Parks staff.	Bookings and administration of all outside events undertaken by the Events Team, events booked via the Councils "Book a park" web site.

6.8 Monitoring regimes

In 2009 Coventry City Council set out a clear system of responsibility for monitoring regimes within key parks including War Memorial Park. This is set out in the table below:

Name of Site/ Building	Type of Inspection	Frequency	Completed by
Visitor Centre	Building & Facility Checks	Weekly	By staff on rota hard copy filed
Visitor Centre	Building Checks	Monthly	Supervisor
Visitor Centre	Workplace Inspection	Quarterly	Manager/Supervisor Hard copies only to Dec 2012
Tennis Pavilion	Building & Facility Checks	Weekly	By staff on rota hard copy filed
Tennis Pavilion	Building Checks	Monthly	Supervisor
Tennis Pavilion	Workplace Inspection	Quarterly	Manager/Supervisor Hard copies only to Dec 2012
Tennis Pavilion	Fire Risk Assessment	Quarterly	Manager/Supervisor Hard copies only to Dec 2012
Garage/ Machinery Store	Building Checks	Monthly	Supervisor
	Workplace Inspection	Quarterly	Manager/Supervisor Hard copies only to Dec 2012
	Fire Risk Assessment	Quarterly	Manager/Supervisor Hard copies only to Dec 2012

Name of Site/ Building	Type of Inspection	Frequency	Completed by
North Pavilion	Building Checks	Monthly	Supervisor
North Pavilion	Workplace Inspection	Quarterly	Manager/Supervisor Hard copies only to Dec 2012
North Pavilion	Fire Risk Assessment	Quarterly	Manager/Supervisor Hard copies only to Dec 2012
North East Pavilion	Building Checks	Monthly	Supervisor
	Workplace Inspection	Quarterly	Manager/Supervisor Hard copies only to Dec 2012
West Pavilion	Building Checks	Monthly	Supervisor
	Workplace Inspection	Quarterly	Manager/Supervisor Hard copies only to Dec 2012
War Memorial Chamber & Surrounds	Building Checks	Monthly	Supervisor
	Workplace Inspection	Quarterly	Manager/Supervisor Hard copies only to Dec 2012
Structures: Benches, bins, bollards etc	Inspections	Monthly	Staff/Supervisor/Manager
	Inspections	Quarterly	Manager
Play Area	Visual Inspections and Litter Pick	Daily	By staff on rota hard copy filed
Water Play	Inspection	Daily (when in use)	By water play operating staff and Parks Team
Water Pond	Inspection	Quarterly	Manager
Whole Site	Inspection	Quarterly	Manager



Part 2

Where do we want to get to?

The financial plan shows the estimated expenditure for tree works both for the initial capital expenditure and for the ten years of the management plan. Budgets are set for emergency works, tree replacement works, safety inspections and tree works.

Ongoing tree works are included in the action plan.

7.1.2 Conservation of natural features

The main habitats found within War Memorial Park include plantation woodland, parkland & scattered trees, hedgerow, introduced shrub, amenity grassland, improved grassland and standing open water. These are all currently rated as of low ecological value.

There are significant opportunities to re-establish a more diverse under-storey planting and to contribute towards a programme of biodiversity enhancements in all areas.

Conservation of landscape features

The park's landscape significance lies in its pre-park history and in particular the veteran hedgerow trees and ridge and furrow patterns.

7.1.3 Conservation of buildings and structures

Although none of the pavilions and shelters are listed buildings they contribute to the overall aesthetic of the park. The War Memorial is a locally listed building although not statutorily listed.

7.1.4 Community involvement in management and development

Extensive consultation has been carried out prior to the proposed restoration works to inform the public of the development, and to identify preferred choices.

Consultation has been held to develop an understanding of the needs and aspirations of the users. Initial consultation with the public took place over two main periods, first in 2002, and then later in 2005. These events provided an overview of the 'community wish list'. Further consultation

was undertaken in 2006, following which the WMP Friends Group was established in July 2006. Regular liaison meetings are held between the Council and the Friends Group to ensure that they are included in decision making process. For example, they were represented on the panel that let the catering concession in spring 2011.. In addition, CABA Space chose War Memorial Park as a national pilot project for testing its consultation tool kit. The involvement of CABA Space in the project helped to consolidate the earlier consultation from 2002.

7.1.5 Marketing and Promotion

Major events held within the park such as the Godiva Festival are heavily publicised and promoted through a variety of local media and these attract upwards of 200,000 visitors per year in addition to year round park users. The Parks Service "Step Out" events and activities guide is published, in both hard copy and electronically, twice a year (April – Sept and Oct – March) this provides information on events and activities in all the city's parks, open spaces and woodlands.

Specific events, such as "Fun Days" and local community events are also publicised with specific leaflets and within on-site notice boards. A web page for the War memorial Park exists on the Council's website at:
http://www.coventry.gov.uk/directory_record/368/war_memorial_park

7.1.6 Service Structure

The Parks Service was restructured to provide increased efficiency and to meet the increasingly demanding local and central government requirements.

The Parks Service Management Team is as follows:

- Head of Parks & Open Spaces – Ces Edwards
- Manager - Coombe Country Park – Joe Taylor
- Manager - War Memorial Park – Ann Akerman
- Manager - Park Rangers – Michelle Tyrntania
- Arboricultural Services Officer - Tim Wetherhill

Each manager, in addition to delivering site/area specific outcomes, will also have a strategic role in assisting to manage the service. These roles cover Health & Safety, property asset management,

community engagement and managing the city's tree stock.

In this way the service will be structured for the future, with clearer roles and responsibilities, and will better meet current legislative requirements and Council priorities. The roles are intended to support each other and the Head of Service and it is hoped will also provide a robust structure to support future service demands.

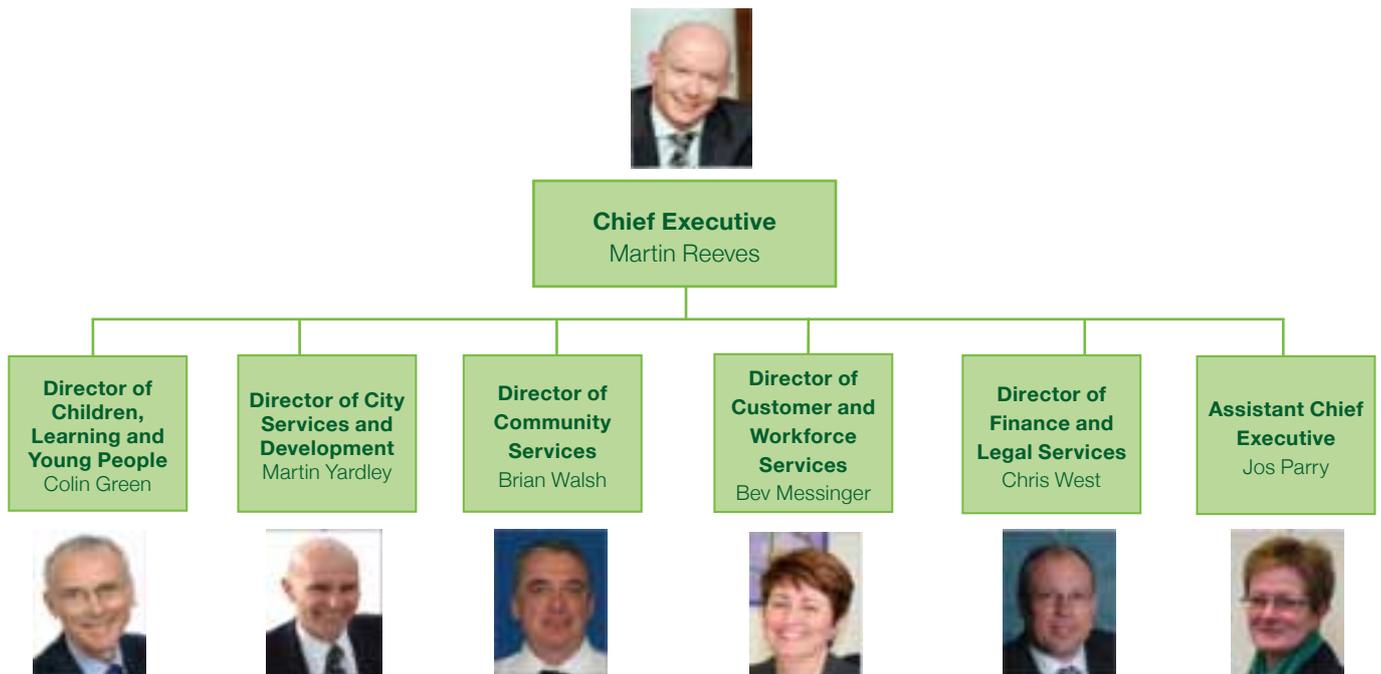
The Ranger Service is based on Neighbourhood Management boundaries. On non staffed key sites, each Ranger has responsibility for site audits, quality and maintenance assessments, conducting user surveys and linking up in a coherent manner with other area-based officers to deliver a better service to our customers. Community engagement and

assisting volunteer initiatives are also covered by this team of four officers, who both meet and liaise with other service managers to ensure a joined up approach to delivering these services is achieved.

7.1.7 Council re-structure April 2011

The Parks Service transferred to City Services & Development Directorate (CSDD) in April 2011 following a directorate restructure. Our new division is called "Streetscene & Greenspace" in which responsibility for the maintenance of parks and open spaces also sits under the two Area Managers (North & South Areas). This ensures a closer working relationship and better communication with the maintenance staff aimed at improving standards and customer care.

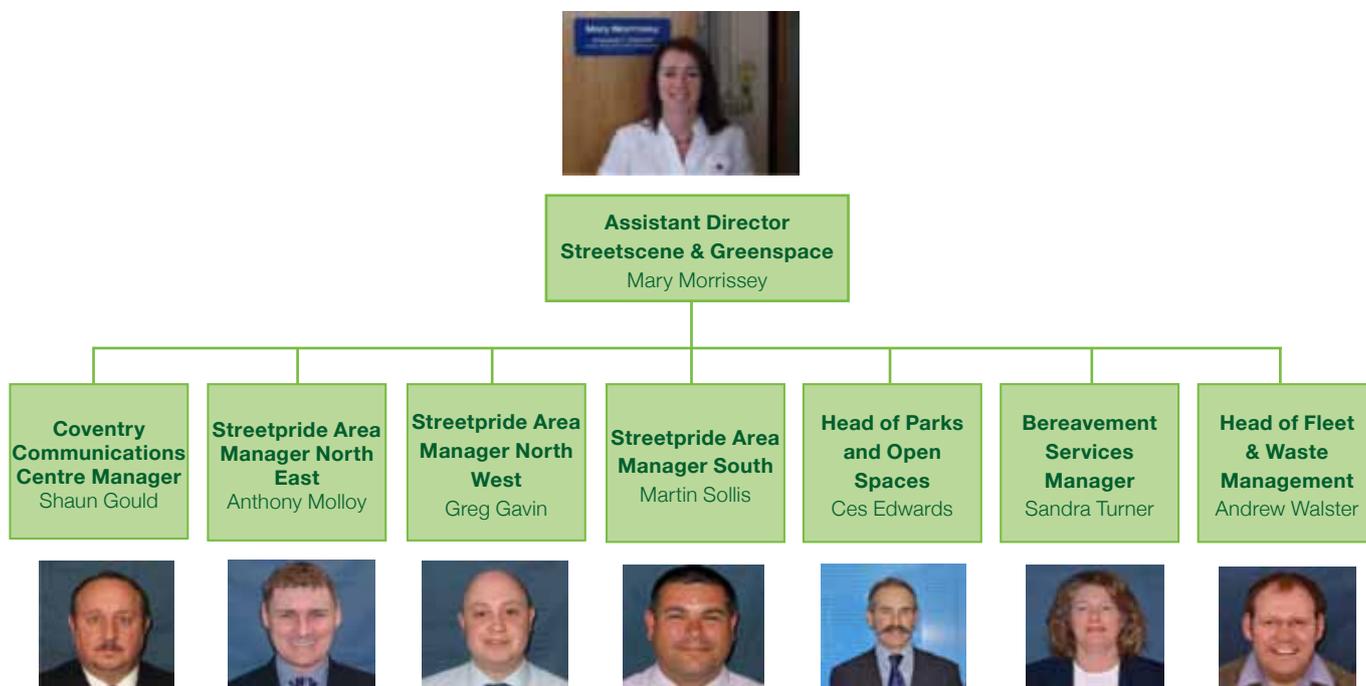
The Council's Management Board, City Services & Development Directorate and Parks Service structures are set out below:



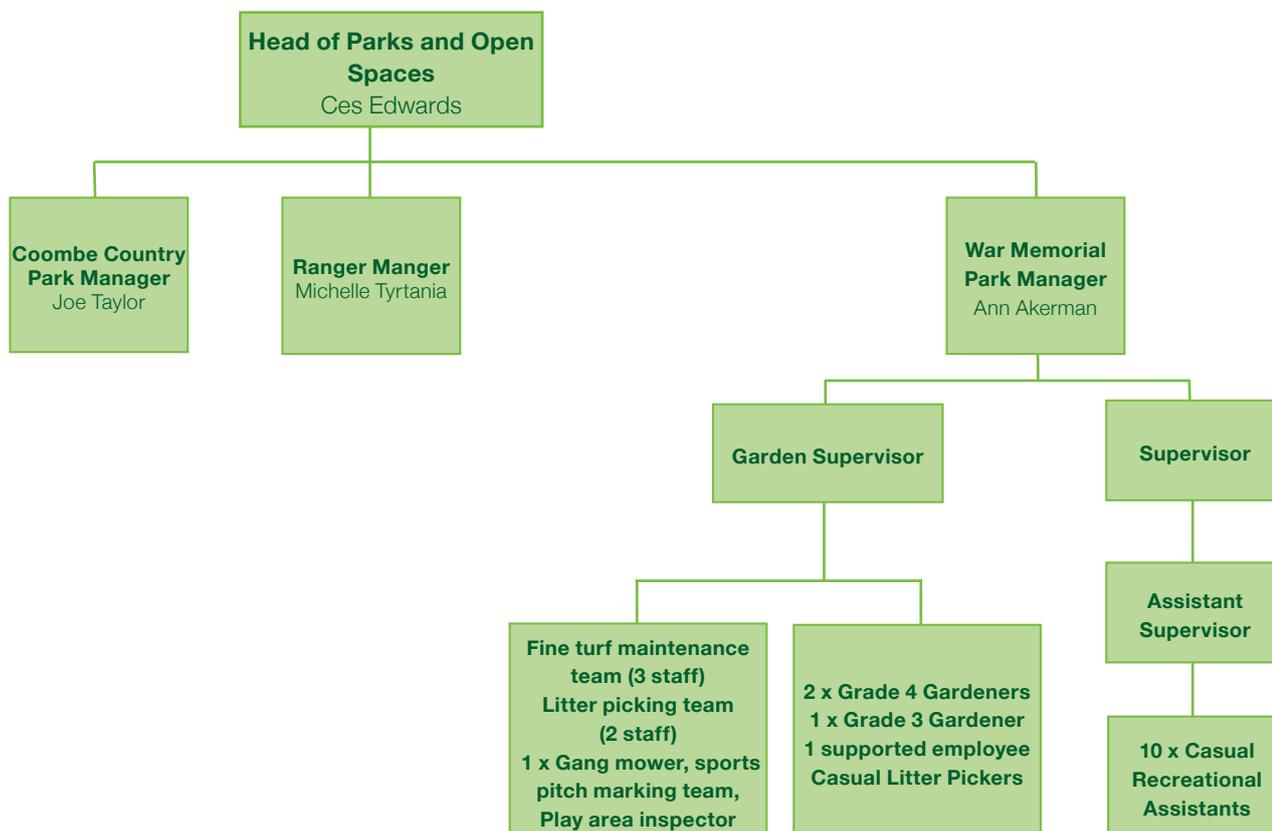
Note: Mary Morrissey Deputy Director – City Services & Development and Assistant Director of Streetscene & Greenspace

Streetscene and Greenspace (City Services and Development)

The work of the Division is currently carried out through 7 main functions with business/operational areas supporting the whole division.



Parks Service Structure Chart (with focus on War Memorial Park)



Clear lines of responsibility exist which will ensure that the actions identified as part of this Management Plan will be carried out.

7.2 SWOT Analysis

Strengths	Weaknesses
<ul style="list-style-type: none"> • On site manager with direct control of grounds staff • 10 Year Management & Maintenance Plan • Multitude of facilities including tennis, bowling green, skate park, play equipment , large open grass area • Established bowls clubs • Active site based stakeholder/user groups • Large friends group • Litter clearance • Good open air event venue • War Memorial & associated historical importance • Ridge and furrow remnants • Well maintained Kenilworth Road entrance • Mature/established trees • Committed staff • Community support • Size of site • Basic infrastructure • Large user base • Historical aspects • Central location • Café's • Signage • Capital investment programme and more focus on audience development 	<ul style="list-style-type: none"> • Graffiti problems • Vandalism problems • Defined Park entrances • Security
Opportunities	Threats
<ul style="list-style-type: none"> • Increase friends group involvement • Improve signage from transport hubs • Increased biodiversity/nature conservation • Green flag accreditation • Sponsorship • Better revenue resources • Development of volunteer working groups in park • Development plan offers chance to re-arrange and review aspects/facilities offered in Park • Developing education programme 	<ul style="list-style-type: none"> • Security vs Biodiversity • Lack of cohesion between stakeholders could hinder progress • Change in Govt policy towards parks

8 Vision



8.1 Issues and Resolutions

In 2008 a number of issues were identified that required attention. Some are being addressed through simple changes of existing management regimes, and others have been addressed during the improvement programme.

The Green Flag assessment criteria identifies the following which are addressed in Part 3 of this management plan:

A Welcoming Place

- Welcoming
- Signage
- Equal Access for All

Healthy Safe and Secure

- Quality of facilities

Clean and Well Maintained

- Litter and Waste Management
- Grounds Maintenance and Horticulture
- Building and Infrastructure Maintenance
- Equipment Maintenance

Sustainability

- Environmental sustainability
- Pesticides
- Peat Use
- Waste Minimization
- Arboriculture and Woodland Management

Marketing

- Marketing and promotion
- Provision of appropriate information
- Appropriate education, interpretation

Management

- Implementation of management plan

8.2 Vision for Management

An over-arching vision is necessary for War Memorial Park in order to focus the management on the issues at hand, and to ensure that the long-term aims and objectives are not forgotten or diluted over time as each stage is completed. The vision has been developed and is supported by the following key council staff:

Head of Parks & Open Spaces - Ces Edwards
Park Manager - Ann Akerman
Park Supervisor - Steve Shelton

Service Manager – Sports, Arts & Heritage - David Nuttall
Marketing & Communications Manager - Julie Fairbrother
Events & Activities Coordinator - Lee House
Streetscene & Greenspace Area Manager South – Martin Sollis

Key Stakeholders
Friends Group
Cafe Manager

A vision for parks in Coventry as a whole has been set within the Green Space Strategy developed in accordance with PPG17 and states:

'To provide attractive, high quality, accessible green spaces that are well maintained, safe, clean and are important to local people. This will be achieved through clear, open and robust planning policies that ensure green space contributes to local character and plays an important role in everyday life of residents whilst supporting the regeneration of the city.'

The vision for War Memorial Park has been set as:

'The vision is of a regenerated park that is safe, clean and welcoming. A park that is dynamic and excites; that engages people of all ages and backgrounds, especially children and young people. It is an environment where educational activities and interpretation bring alive the hidden heritage of the park and articulates the social significance of its origins.'

A series of management aims and objectives has been set to direct and focus the park's management and maintenance for the ten years following the park's restoration.

9 Aims and objectives



9.1 Management Aims

The following management aims identify how the management vision for War Memorial Park will be met. The aims unite Coventry City Council’s corporate policies with the criteria set out by Green Flag, and which are recognised as an up-to-date agenda for public open space management.

MA1	Ensure that War Memorial Park is accessible and welcoming to all members of the public.
MA2	Provide a safe environment for all users and staff.
MA3	Maintain the highest standards of horticulture, cleanliness, grounds and building maintenance.
MA4	Ensure that management operations reduce the impact on the environment.
MA5	Protect and enhance the built heritage of War Memorial Park.
MA6	Protect and enhance the natural and ecological heritage of War Memorial Park.
MA7	Encourage community involvement in War Memorial Park through consultation, events and management activities.
MA8	Provide a flexible, proactive and high quality management service.
MA10	Actively promote the variety of War Memorial Park to all potential users.

9.2 Management Objectives

MO1 - Survey and Strategy

The Management Team will seek to achieve a better understanding of the baseline information, that governs how War Memorial Park should be managed, and develop clearer guidelines as a response to this information.

MO2 - Staffing

The Management Team will investigate further the demand for more on-site staff, and the roles and responsibilities for these posts.

MO3 - Landscape Works

Further landscape improvement works will be programmed over the course of this management plan that have been identified through consultation with the management plan working group as either: defects or issues that have arisen since completion of the restoration works, or items outstanding from the restoration works which would still be appropriate to implement.

MO4 - Promotion and Community Involvement

The Management Team will seek to promote War Memorial Park facilities and features in a more structured and holistic approach, with the incentive of hosting more diverse activities and involving the community in events and management operations.

MO5 - Ongoing Maintenance and Management

The management team for War Memorial Park will seek to continually improve the quality of the experience, through the inclusion of new maintenance items and changes to maintenance techniques as and when required. This includes both the land and structures within the park. An asset management register of all features is to be maintained.

MO6 – Monitor and Review Progress

Regular and formalised periods of review are programmed during the course of this management plan to enable the management team to review any success or failure, and to act appropriately.

Objective	Action	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
MO1 Survey and Strategy	A Promotion and marketing plan	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	B User surveys	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	C Utilise hand held monitoring technology	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	D Commission habitat surveys					✓					✓
	E Develop sustainability	✓	✓								
	F Update council's webpage	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	G Carry out regular site inspections	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	H Explore income generation	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
MO2 Staffing	A Raise staff visibility	✓	✓								
	B Utilise hand held monitoring equipment	✓	✓								
	C Embed ranger service across city	✓									
	D Maintain staff morale	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	E Training	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
MO3 Landscape Works	A Signage to other local facilities		✓	✓							
	A Events and performances	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
MO4 Promotion and community involvement	B Increase representative user profile	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	C Support Friends Group	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	D Education programme for schools	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	E Programme for healthy living	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓

Objective	Action	2011-2012	2012-2013	2013-2014	2014-2015	2015-2016	2016-2017	2017-2018	2018-2019	2019-2020	2020-2021
MO5 Ongoing Maintenance and Management	A Infrastructure inspections	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	B Review risk assessments	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	C Building maintenance	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	D Biodiversity enhancement strategy	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	E Tree works programme	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	F Staining and painting	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
MO6 Monitor and Review Progress	A Continuous assessment	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	B Work Plan review	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	C Work plan financial bid	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	D Stakeholder review	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
	E Green Flag Application		✓	✓	✓	✓	✓	✓	✓	✓	✓



Part 3

How will we get there?

10 Finance and Resources



10.1 Work Plan 2011-2021

This section provides more detail for the tasks that are programmed to take place in coming years. This section will need re-viewing on an annual basis, to enable the management team to bid for finance to carry out the tasks in the forthcoming year.

MO1 Survey and Strategy

Title	MO1A Promotion and marketing plan
Description	Promotion of the park is disjointed and marketing of events and facilities is irregular. There is an identified need to manage this in a coordinated way, with stakeholders, and other Council departments. A promotional and marketing plan should identify what is being done and who does it. It should then identify any gaps and ways of filling them. This task would be suitable to dove-tail with other parks promotional and management plans.
Programme	Start in financial year 2011/2012. Ongoing throughout the course of the Management Plan.
Lead Officer	Ann Akerman
Resourced	In house, stakeholders and external printing.
Time Required	The estimated time required for this task is 1 to 2 weeks of officer time per year.
Output	The output for this work would include details of all features and events that could be promoted, and what promotional options exist and have been chosen for use.

Title	MO1B User surveys
Description	It is very important to get an understanding on who uses and who doesn't, their aspirations, and their demands. Consultation and surveys have been carried out in the park during the development of the stage 2 lottery bid and are will be continued during the ten year management plan. This task will involve a variety of measures for carrying out consultation, and will develop new methods as previous results are analysed. This task would be suitable to dove-tail with other parks promotional and management plans. Surveys should continue in conjunction with the consultation summary document – Appendix A. Aim to carry out 200 user surveys per year and to analyse the results to ensure a rapid response to users' concerns and to help shape performance management targets.
Programme	The consultation to be carried out between 2011/2021. This should be reviewed and adapted if necessary annually.
Lead Officer	Ann Akerman
Resourced	Primarily in house and with stakeholders. Small use of external expertise is also possible.
Time Required	The estimated time required to undertake the user surveys is 1-2 weeks of officer time per year.
Output	The output for this work will influence how the park is managed and to help prioritise spend.

Title	MO1C Utilise hand held monitoring technology
Description	12 front line staff will be provided with appropriate training to use equipment to collect data on grounds maintenance monitoring, site audits and user surveys. This objective ties in with MO1B , MO1C and MO2C.
Programme	This started city wide in 2008/2009 and is continuing.
Lead Officer	Michelle Tyrtonia
Resourced	Rangers and parks based staff
Time Required	The estimated time required to undertake the user surveys is 1-2 weeks of officer time per year
Output	Survey information in a usable format

Title	MO1D Commission habitat surveys
Description	Ongoing surveys of the current and future wildlife value of the park once the capital programme works have been carried out which will also identify possibilities for improvements and future management and maintenance issues.
Programme	The surveys should be developed in financial year 2012/2013 with an action plan in accordance with the biodiversity enhancement strategy.
Lead Officer	Ann Akerman
Resourced	This would probably require the employment of a consultant to carry out the surveys and advise on the action plan.
Time Required	Estimated 2 weeks of officer time.
Output	The output for this work would include a survey and action plan.

Title	MO1E Develop sustainability
Description	Although there is an environmental policy adopted by the Council for all of its operations there is a further need to develop its own environmental policy specifically for, War Memorial Park and potentially for parks in general. It needs to demonstrate the parks management is following the principles set out within either EMAS or EN/ISO14001.
Programme	Commencing in financial year 2012/2013, and completed by end of year 2013/2014.
Lead Officer	Ann Akerman
Resourced	In house, with support from other Council departments, and stakeholders.
Time Required	Estimated 8 weeks of officer time.
Output	A report and written policy.

Title	MO1F Update Council's Web Page
Description	Update the Council's web page for War Memorial Park after the restoration project
Programme	Liaison to take place 2011
Lead Officer	Ann Akerman
Resourced	In house, with the assistance of the staff who maintain the main external website pages
Time Required	Estimated 1 week of officer time
Output	Updated page goes live

Title	MO1G Carry out regular site inspections
Description	Carry out regular condition surveys of all park elements, including furniture, lighting, fencing and all property. Ensure building stock is fit for purpose and plan for the future and to be able to maximise funding options.
Programme	To be drafted in 2011
Lead Officer	Ann Akerman
Resourced	In house, using hand held technology or hard copy record sheets
Time Required	Two weeks per year
Output	Usable data, condition surveys and reports to include H&S inspections

Title	MO1H Explore income generation
Description	Opportunities exist for sponsorship within the park and also other sources of income such as ice cream concessions and increased use of the North East pavilion.
Programme	Proposals to be developed over the Summer of 2011.
Lead Officer	Ann Akerman
Resourced	In house
Time Required	Estimated 3 weeks of officer time.
Output	An increased level of income.

MO2 Staffing

Title	MO2A Raise staff visibility
Description	Users are reassured by a visible presence of staff in the park. Measures could be taken to make the existing staff more visible, and to tie in the activities of other staff that visit the site such as the Ranger Service and the grounds maintenance operatives.
Programme	Autumn 2011
Lead Officer	Ann Akerman
Resourced	In house
Time Required	Estimated 5 days of officer time.
Output	Increased number of users reporting satisfaction with staffing levels.

Title	MO2B Utilise hand held monitoring technology
Description	12 front line staff will be provided with appropriate training to use equipment to collect data on grounds maintenance monitoring, site audits and user surveys. This objective ties in with MO1B and ?
Programme	Started city wide in 2008/2009
Lead Officer	Michelle Tyrntania
Resourced	Rangers and parks based staff
Time Required	N/A
Output	Increased numbers of useful surveys with data in digital format allowing for easier and more useful analysis

Title	MO2C Embed ranger service across city
Description	Ranger Service rolled out across the city, covering seven day rota and shift working in 2009. Initially based on Neighbourhood Management boundaries although these have now been superseded with the review of that service. Each ranger has responsibility for site audits, quality and maintenance assessments, conducting user surveys and linking up in a coherent manner with other area-based officers to deliver a better service. Rangers to be responsible for conducting user surveys on an ongoing basis to enable the service to become more reactive to the needs of our customers.
Programme	Rolled out in 2009.
Lead Officer	Michelle Tyrntania
Resourced	1 no Ranger Manager, 3 no Rangers
Time Required	N/A
Output	Surveys, data collection, better relationships with park users and park staff.

Title	MO2D Maintain staff morale
Description	Morale is in danger of falling, from a number of factors such as reducing budgets and high public expectations. Measures to support staff morale are required.
Programme	A continuous programme to address this issue is in place with monthly staff meetings scheduled and the opportunity for all staff to meet with the park manager or senior officers on an ad hoc basis, rolled out in Autumn 2011 as part of the corporate "Proud of our City" campaign.
Lead Officer	Ces Edwards
Resourced	In house
Time Required	N/A.
Output	Number of staff reporting that they are happy in their role either maintained or increased.

Title	MO2E Training
Description	To ensure high standards of customer care and maintenance standards the training and development needs of staff need to be determined through the existing appraisal process, a programme developed and implemented. Provide staff training for new technology. Set up programme for re-induction for existing staff and revise induction of new staff to better inform staff about restructuring and refocus to customer care of parks management service.
Programme	Needs to be identified each Spring and reviewed at half year and year-end.
Lead Officer	Ann Akerman
Resourced	In house, but the existing training budget may be insufficient.
Time Required	Estimated 5 days of officer time
Output	Training programmes and courses attended.

MO3 Landscape Works

Title	MO3A Signage to other local facilities
Description	Provide signage in the form of information within the Visitors Centre and tennis Pavilion of other parks and nearby facilities to encourage greater park use
Programme	2012
Lead Officer	Ann Akerman
Resourced	In house
Time Required	Estimated 2 weeks of officer time
Output	Information provided and visible.

MO4 Promotion and community involvement

Title	MO4A More events and performances
Description	A coordinated approach is necessary to maximise the potential that the park has for hosting events and performances. Current events are planned by individuals, who apply to the Council for the permission to host these at the Park and corporately for such events as the Godiva Festival and for 2012 the 2112 Olympic Torch event. This task will seek to actively work in partnership with other Council Directorates to host more events.
Programme	Annually during the period of this management plan.
Lead Officer	Ann Akerman
Resourced	In house, although some support from other Directorates or external funding may be required.
Time Required	Estimated 5 weeks of officer time.
Output	Increased numbers of visitors and events.

Title	MO4B More representative user profile
Description	Existing users surveys show that the user profile of visitors to differs significantly from that of local residents. A programme needs to be developed encouraging use by under-represented groups.
Programme	Target groups to be identified during 2012. Programme to be developed for management review.
Lead Officer	Ann Akerman
Resourced	In house, although some support from other Directorates or external funding may be required.
Time Required	Estimated 5 weeks of officer time.
Output	Increased percentage usage by under-represented groups.

Title	MO4C Support Friends Group
Description	There is a need to continue to support the group. Liaison takes place on an ongoing basis through meetings and emails. Officer attends the regular Friends meetings.
Programme	Throughout 2011/2012 and ongoing thereafter.
Lead Officer	Ann Akerman
Resourced	In house
Time Required	Estimated 2 weeks of officer time.
Output	Regular meetings, increased membership, Friends events

Title	MO4D Education programme for schools
Description	To explore the education value of and increase its use by young people.
Programme	To be developed each autumn
Lead Officer	Joanne Woore
Resourced	In house, with the support of schools
Time Required	Estimated 4 weeks of officer time
Output	Increased number of young people using the park

Title	MO4E Programme of healthy living
Description	A programme of healthy living and lifestyle events such as healthy walks/fitness activities provide an active form of leisure that is compatible with a quiet park.
Programme	To be developed in spring each year
Lead Officer	Ann Akerman
Resourced	In house, with some support from partners
Time Required	Estimated 2 weeks of officer time
Output	Number of people taking part in organised walks/fitness activities.

MO5 Ongoing Maintenance and Management

Title	MO5A Infrastructure inspections
Description	Inspections are already being carried out and recorded as part of the H&S inspection schedule. These inspections cover the wider park area and onsite buildings. The frequency of these inspections are set out within the H&S inspection schedule.
Programme	On going.
Lead Officer	Ann Akerman
Resourced	In house
Time Required	Estimated to be 1 week of officer time
Output	Regular inspection records retained on site

Title	MO5B Review risk assessments
Description	Existing risk assessments reviewed annually and recorded on parks data base
Programme	Autumn each year for review, as required for new RAs
Lead Officer	Ann Akerman
Resourced	In house
Time Required	Estimated 5 day of officer time
Output	Updated risk assessments, new RA's and associated monitoring sheets.

Title	MO5C Building maintenance
Description	The management structure has been amended to ensure that regular monitoring is carried out by park staff with management links created directly to the Directorate property function to ensure that an overall strategy for works is programmed. An asset management plan will be maintained for the Memorial and all park structures.
Programme	On going from financial year 2008/2009
Lead Officer	Ann Akerman
Resourced	In house, and with other Council Directorates.
Time Required	Estimated to be 1 week of officer time
Output	New programme for building maintenance.

Title	MO5D Biodiversity enhancement strategy
Description	Work to be carried out in accordance with the recommendations of the biodiversity enhancement strategy (Appendix B)
Programme	Ongoing, but refocused once the works identified to be carried out in the capital programme are complete.
Lead Officer	Ann Akerman
Resourced	In house, but some bids for external funding may be required.
Time Required	Estimated 5 weeks of officer time.
Output	Recommendation of biodiversity enhancement strategy implemented.

Title	MO5E Programme of tree works
Description	A programme for ongoing tree works is to be developed now that the initial capital programme works has been completed. Six monthly tree surveys are required on a health and safety basis to identify potential hazardous trees. A continuing programme for tree replacement planting to be developed. All in accordance with the arboricultural works drawing and schedule (appendix E)
Programme	Annual
Lead Officer	Tim Rose
Resourced	In house, although it is accepted that works will need to be prioritised within the limited tree budget.
Time Required	Estimated 2 weeks of officer time.
Output	Essential tree works completed.

Title	MO5F Staining and painting
Description	An ongoing programme of visually aesthetic repairs to the park is required. Although these repairs may not be structurally immediately necessary they are visually important and affect the appearance and experience of the park to users and should be seen as an essential annual maintenance item.
Programme	Autumn of 2012 and annually thereafter
Lead Officer	Ann Akerman
Resourced	In house, although the painting works may need additional funding or volunteer support.
Time Required	Estimated 15 weeks of officer and manual time.
Output	Benches stained

MO6 Monitor and Review Progress

Title	MO6A Continuous assessment
Description	Using the Green flag scoring sheets, each member of the Parks Service Management Team should carry out an assessment during the course of the year. These should be recorded in the management plan.
Programme	On going from year 2012/13
Lead Officer	Ann Akerman
Resourced	In house
Time Required	Estimated 1 week of officer time per year
Output	Updated records in the management plan, and input into LA32

Title	MO6B Work plan review
Description	A review is necessary at the end of each financial year, to review the progress of each task detailed in the work plan. This should take into account the tasks listed above, and any other items or issues that have been raised over the course of that year.
Programme	At the end of each financial year.
Lead Officer	Ann Akerman
Resourced	In house
Time Required	Estimated 1 week of officer time per year
Output	Updated work plan in management plan

Title	MO6C Work plan financial bid
Description	A review is necessary during August each financial year, to consider the work plan for the following year, and prepare appropriate financial bids for the work. This should take into account the progress of existing tasks, those expected in the Management Programme, and items or issues that have been raised during the course of the current financial year.
Programme	September of each financial year.
Lead Officer	Ann Akerman
Resourced	In house
Time Required	Estimated 1 week of officer time per year
Output	New financial plan

Title	MO6D Stakeholder review
Description	Stakeholders should be formerly consulted once a year, to review any issues, and discuss their aspirations for the forthcoming year.
Programme	At the end of each financial year, this should be done during the same period as MO6C
Lead Officer	Ann Akerman
Resourced	In house
Time Required	Estimated 1 week of officer time per year
Output	Stakeholder input into work plan

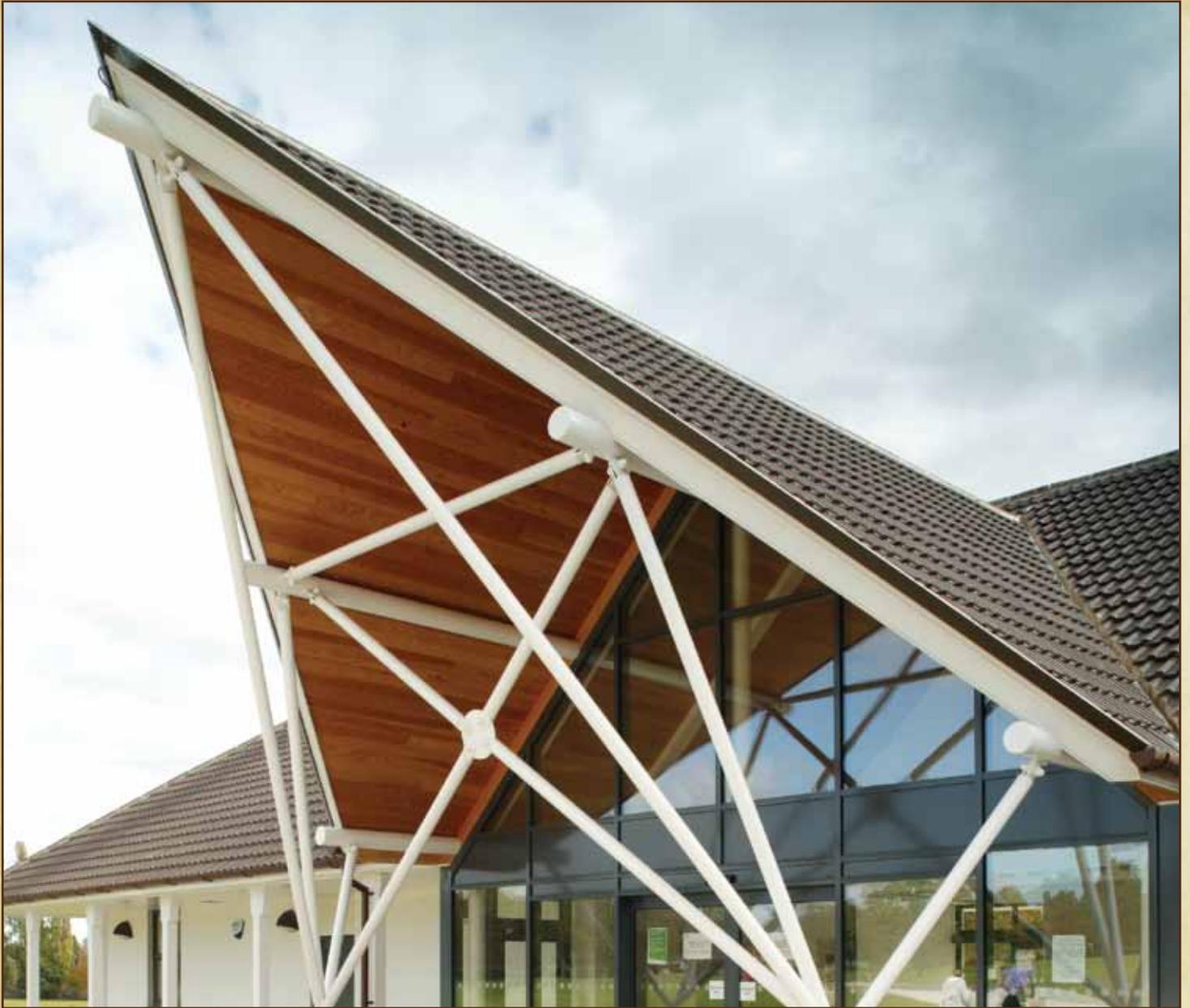
Title	MO67 Green Flag application
Description	An application for Green Flag status will be necessary every year, to renew or re-apply for the award. This involves updating this management plan actions, completing application forms, and liaison with judges.
Programme	December and January of each financial year.
Lead Officer	Ann Akerman
Resourced	In house
Time Required	Estimated 2 weeks of officer time per year
Output	Application submitted

10.2 Financial Plan

Refer to Appendix A for a detailed breakdown of the 10 year financial plan for the park.

The financial plan sets out the forecast income, expenditure and additional city council revenue support for the period 2010/11 to 2020/21 ie the lifespan of this management and maintenance plan.

It is recognised that over time the forecasts may need to be updated to reflect current trends and new initiatives as these develop, however, the basic premise is that the funding, as set out, will be maintained in full for the duration of the plan.



Part 4

How will we know when we have arrived?

11 Monitor



11.1 Introduction

Part 2 of this management plan sets out clearly the Vision for War Memorial Park and the aims and objectives which will deliver this Vision. The actions and associated work plans in Part 3 then set out in detail for how the objectives will be delivered in the context of the site.

The Parks Service will be responsible for ensuring that the actions and work plans are delivered, and the Head of Parks and Open Spaces will take overall responsibility for this. The management working group will also review progress in achieving the actions and work plans on a regular basis. To enable them to do this, a monitoring framework will be put in place and this is described in this part of the management plan.

The monitoring framework seeks to ensure that:

- Service standards are met
- Outputs and timescales identified in the action plan are achieved
- Financial control is maintained

Monitoring itself is categorised into 3 main areas:

- Service Standards
- Achievement of action plan
- Green Flag Assessment

11.2 Service Standards Monitoring

This includes routine health and safety checks, which are done on a daily, weekly, monthly and quarterly basis according to inspection sheets developed as part of preparing the risk assessment and in line with the overarching Parks Inspection Procedure.

Cleanliness, grounds maintenance and other maintenance checks are made on a daily, weekly or monthly basis, with occasional spot checks and the results are recorded with hand held recording devices.

The results of these inspections are discussed at monthly team meetings, one to one meetings and appraisals, and will be reviewed by the management team on a twice-yearly basis. Health and safety is also a standing item on the agenda of Parks Service Management Team meetings.

11.3 Achievement of Action Plan

All of the actions have been designed to be SMART (i.e. specific, measurable, achievable, realistic and timed) and the outputs have been clearly identified. Review of progress will be made with the lead officer through the half-yearly appraisal process and monthly one to one meetings.

Monthly budget monitoring takes place, between the cost centre manager and the management accountant for the Parks Service. Budget monitoring is also a standing item on the agenda of Parks Service Management Team meetings.

11.4 Green Flag Assessment

As well as continuous assessment by the management working group, the annual Green Flag judging will be valuable in providing a reality check against which the assessment of the management working group can be compared. Weaknesses which are identified through the Green Flag judging process will then be addressed as part of the annual review process.

12 Review



A review of the management plan has been programmed into the action plan.

Appendices

The following documents form Appendices to this Management and Maintenance Plan. They are available online at www.coventry.gov.uk.

- Green Space Strategy
- Sustainable Community Strategy
- Coventry Cultural Strategy
- Physical Activity Strategy
- Equality Strategy 2011 - 2014
- Play Strategy
- Climate Change Strategy
- Local Biodiversity Action Plan
- City of Coventry UDP (Core Strategy)
- Coventry Plan 2011 - 2014

Documents included within the separate Appendices' document:

- A – 10 Year Financial Plan
- B – Biodiversity Enhancement Strategy & Management Plan
- C – Archaeological Appraisal
- D – Tree Survey Plan
- E – Tree Survey Schedule
- F – Tree Risk Management (TRM) Strategy
- G – Training & Development Plan
- H – WMP Newsletters
- I – Corporate H&S Policy
- J – Events
- K – Friends of War Memorial Park
- L – Streetscene & Greenspace Business Plan 2011 – 2014 (incl structures)
- M – Environmental Policy June 2010
- N – H&S Procedure for the inspection of Parks & Open Spaces

**If you need this in another language or format
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