GREEN FLAG MANAGEMENT PLAN 2023-28

Watermans Park





Foreword

The London Borough of Hounslow has some superb greenspaces that everyone can be proud of. They are places where people can relax, enjoy nature, play, or take part in cultural and historic activities and recreation. They are essential for the health and well-being of our residents, and they are vibrant spaces that provide a borough-wide green infrastructure for our communities.

In Hounslow, we are committed to stimulating a strong and robust green recovery related to our Greener Borough Framework and Climate Emergency. The Council's Green and Blue Infrastructure Strategy plays a key role in delivering the Greener Borough Framework and sets out key priorities for our greenspaces in areas such as health and wellbeing, regeneration, climate change and nature recovery.

The London Borough of Hounslow considers the Green Flag Award process as a tool towards positively developing our greenspaces within this strategic framework and in partnership with our communities. It contributes to providing a vision, with clear objectives and priorities for how the Council and its partners would like to see greenspaces managed in future years.

This plan is not only the commitment from the Council to improve our greenspaces but is an important recognition of the support and commitment of the friends of parks, community groups, local clubs, third sector and partners who share our visions and work with us to respond to our green agenda.

Acknowledgements

This plan has been produced by Lampton Services Greenspace* (GS) and the London Borough of Hounslow (LBH) Parks Team. In addition, it is important to acknowledge the great contribution from all interested groups for their commitment and dedication in supporting the development, promotion, and management of Watermans Park.

*Lampton Services Greenspace is part of the Lampton Limited Group and is a company wholly owned by London Borough of Hounslow with an aim of returning value to the Council representing a bold new ambitious approach.





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Purpose of the Plan

The Management Plan for Watermans Park has been prepared by LBH and Lampton Services Greenspace with input from the Friends of Watermans Park. The plan is specifically developed for the individual site with a dedicated Green Flag action plan.

This plan has been developed following detailed assessment of the Green Flag award criteria and a comprehensive collaborative review of the existing uses, management, and maintenance of Watermans Park.

As part of the development of the plan, detailed consultation has taken place with the GS parks maintenance and management team, LBH officers and Friends groups.

The Management plan is a 'working document' that brings together all the information relating to Watermans Park and will be updated, revised, and annually reviewed. This plan has been developed based on the Commission for Architecture and the Built Environment (CABE) Space document "A Guide to Producing Park and Greenspace Management Plans" and the "Green Flag Award Guidance Manual" guidelines.

Policy & Strategic Context

Actions and aims within this management plan are both guided by, and relate back, to wider Council strategies. The development of parks and open spaces are a vital component of the Council's Corporate Plan 2022 – 2026. Our work during this period is focused on six priority ambitions for a borough that is greener, healthier, cleaner, thriving, safer, and livable. Green infrastructure contributes in many ways to helping us achieve these priorities.

A key approach of Hounslow Council is working under the concept of "One Hounslow" where services are delivered without silos, working for specific outcomes with several internal council departments, community groups, NGOs, and government bodies.

Parks and open spaces play an important role in the approach highlighted in the Council's Joint Health and Wellbeing Strategy with start, live and age well, preventing ill-health, which in turn has an impact on reducing costs within the wider economy, the Council, and the NHS.

The Council's Equalities and Diversity Strategy 2023, created to improve equality, diversity, and inclusion - sets out an ambitious approach to target policies and funding to the areas which need them most to thrive. The strategy is based on three pillars - Equality by Place, Equality by Group, and Equality as Employer. Hounslow Council has committed to transform the opportunities and life-chances of communities in the borough's 30 most disadvantaged neighbourhoods.

The Council approved the Greener Borough Framework 2020-30 which seeks to provide a high-level framework to deliver on the Council's ambition and aspirations for the borough through enhancing our environment and reducing our use of resources. The framework is part of a wider ambitious green agenda bringing different people and organisations together to discover, engage, innovate, and deliver.





The adoption of the Green and Blue Infrastructure Strategy and Nature Recovery Plan are the pillar of the strategic framework for the development of our parks and open spaces and their management plans through the Green Flag Award process.

Useful Links:

- Corporate Plan 2022-26
- Climate Emergency
- Green Infrastructure Strategy
- Greener Borough Framework
- Nature Recovery Action Plan
- Equalities and Diversity Strategy

Parks Funding

The Council's Parks service is funded by an annual salary and contract revenue budget for base line ground maintenance activities, and provided by our service providers, Lampton Services Greenspace, to maintain all of Hounslow's parks and open spaces, including allotments, cemeteries, trees, countryside and other workstreams.

Current capital funding has been allocated through a parks improvement project, and sites which require improvement will be prioritised. This funding will cover 2 years of project delivery and staff resourcing 2023 – 2025. Other capital funding is obtained via Community Infrastructure Levy (CIL); S106, the Councils Thriving Communities fund (local CIL) and other grants and initiatives. These are applied for annually or as necessary and are based on need and strategic investment required by both the Council and local communities.





Where are we now?

Site Description & Facilities

The park now has an area of approximately 1 hectare. It is positioned between the river and Brentford High Street and is to the east of Brentford town centre. The western end of the park adjoins the Watermans Arts Centre, and the eastern end of the park adjoins a raised car parking area which will serve moorings currently being developed. The Thames Path runs through the park and at the western end of the site it continues along the river in front of the Watermans Art Centre. The park contains landscaped areas with wildflower beds, native shrub and tree planting, pathways, seating, a children's playground, an adult exercise area, a basketball hoop, table tennis, and social and performance areas as well as a cycleway.



Site Information

Name: Watermans Park Address: High Street, Brentford, TW8 0BJ

Contacts: 020 8583 5555 Email: parks@hounslow.gov.uk

Web: www.hounslow.gov.uk

Size: 1.18ha

Byelaws: A copy can be downloaded at www.hounslow.gov.uk **Access:** The park is not locked and is therefore freely accessible

Transport: Train: Kew Bridge or Brentford Station **Buses:** 65, 237 and 267

Parking: Payable parking available in Watermans Art Centre

Local Facilities: Playground, outdoor gym, basketball hoop, table tennis, social area, performance

area, art centre, Thames Path, wildflower strips, cycleway





Access to the park is provided at several points by graded pathways, including the westbound Cycleway 9 (C9), and stairs. These access points are from the High Street at both ends of the park and there is also a set of stairs and a ramp in the eastern half of the park. The entrance from the High Street adjacent to the Watermans Art Centre is accessible to vehicles (only for ground maintenance services including litter bin emptying and, of course, emergency access).

The adjacent Thames River is tidal, with the riverbed largely exposed at low tides. The river at this location is split in two by Brentford Ait, a narrow island that is well vegetated, with the thick tree cover screening the urban development of Brentford from the green spaces of Kew. The main channel of the river is to the south of the Ait. On the opposite bank, beyond the Ait is a towpath and the Royal Botanic Gardens, Kew. The gardens are a World Heritage Site (WHS) and a WHS buffer zone extends to the high-water mark by Watermans Park.

Watermans Park is designated as a Local Open Space (No. 57) in the Hounslow Local Plan. The area of riverbed exposed at low tide is designated as Metropolitan Open Land and the river as a Site of Importance for Nature Conservation. The entire site is within the Thames Policy Area.

Until recent years many boats including derelict and wrecked craft were moored parallel to the park and foreshore pathway, up to three abreast, with boats tethered to existing piles and to the foreshore. Most of these craft have now been removed and works have commenced to construct new moorings alongside the park following planning consent granted in 2016 and subsequently updated in 2021. As well as new moorings the planning consent also required landscaping improvements in the park.





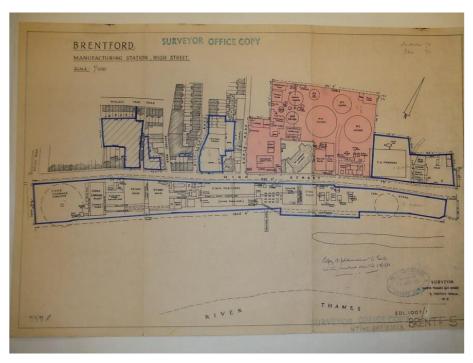


Detailed History

Watermans Park occupies what was once part of the Brentford Gas Works with the foreshore used for delivery of coal by barges and is adjacent to the river Thames. The park was opened in 1983. The remainder of the gas works site was redeveloped for housing and the Watermans Art Centre.

In 1820 an engineering firm Messers J & G Barlow secured a contract to light the turnpike road between Kensington and Hounslow (hoping to deter highwaymen along the road) and acquired a quarter of an acre of land (1000 sqm) with 115ft (35m) of riverside in Brentford for their works. This was to become one of the very first gas works in the world. Before the works were completed a new proposal was made to form a statutory company to take over the undertaking which would have powers to undertake street works and benefit from limited liability, benefits that were not available to J & G Barlow.

The plan below shows the extent of the gas works in 1962.



After the passing of an Act of Parliament in 1821 the first meeting of the Brentford Gas Company was held at the Roebuck Inn in Turnham Green. The new venture was steered by chairman Felix Booth of the well-known Booths Gin Distillery. Brentford Gas Company first supplied the gas for the road lights and to homes in a wide area including Brentford and Turnham Green, then Hammersmith and Kensington. The services continued to grow and by the late 19th century covered a wide area of West London.

By 1926 when the company was taken over by the Gas Light & Coke Company, they were serving an area of 130 square miles stretching from Hammersmith to Windsor and from Richmond to Edgware. Further expansion of the works meant the Royal Brewery at 21 - 27 High Street was demolished in 1926.





There had been a brewery on the site at least since 1735. By 1830 it was owned by Felix Booth and the name changed to the Royal Brewery in 1832 following a visit by King William IV.



The Royal Brewery, Brentford High Street with the Brewery Tap pub adjoining (Chiswick Local Studies LB Hounslow)

When the Royal Brewery site was taken the works dominated the eastern end of the town. In his book "And so to Bath" published in 1940 Cecil Roberts wrote "... the entrance to Brentford is like the gates to Hell. Already the gasworks and coal yards are there for stoking the punishing fires ..."

World War II brought with it the constant fear that the large gas holder, a landmark for miles around, would be bombed. Luckily, the holder and works remained unscathed. However, even on the darkest of blackout nights on a darkened trolley bus, a traveler always knew they were passing through Brentford High Street because of the familiar smell of the gas works.

On nationalisation in 1949 the Gas Light & Coke Company became part of the North Thames Gas Board until its closure in 1963.

Before landscaping improvements to the park in 2021 / 2022 took place there had been some improvement works in the 1990's. A ramped access point was introduced as part of community arts project led by metalwork artist Shelly Thomas, based at the Forge at the Water & Steam Museum at Kew Bridge. Work with young people and a series of public meetings guided the designs for an entrance arch with symbols and herons on steel columns.





The entrance arch and herons remain important features in the newly re-landscaped park.





There are still visible signs of the gas works in the park: pipes in the north wall, blocked entrances to tunnels under the road. And until very recently when works on the new moorings commenced, timber piles and dolphins in the river some with iron caps with the motif GLCC BD 1930 (Gas Light & Coke Co). These caps have been saved for display in the park.



An example of an iron cap saved for display in the park.







A visible example of the industrial history of the site

A heritage trail between Kew Bridge and Brentford Bridge will pass through the park in 2023 with two information boards celebrating the history of the site and the river.

Sources:

Eric J Kenward, Chairman, Brentford & Chiswick Local History Society, Notes on the Early History of the Brentford Gas Company

David Shailes, Brentford Voice, Brentford Local History Month May 2022 Eddie Manday, undated article in the Hounslow Chronicle





Recent Developments

2025 Aspirations

- Replace 6 failed trees
- Friends to establish a community garden
- Support citizen science projects in the park to support the Councils Nature Recovery Action Plan.
- Resurfacing of Thames Path.

2024

• Installation of mural along the north wall by local artist





 New suitable fencing by exits to the children's play area and behind the basketball hoop to reduce the risk of young children crossing the cycle track.



- 2 Heritage Trail information panels installed: Brentford Ait, Brentford Gas Works.
- Friends Summer Bandstands over 6 Saturdays.
- Installation of storage container for Friends equipment.
- Damage to wooden retaining boards by Thames Path repaired.
- Basketball hoop net replaced.
- Community garden online survey.



2023

Restoration of timber boardwalk along the river which had been closed for many years.





- Installation of new benches along the river.
- New parks signage end of the park.
- Friends summer bandstands over 6 Saturdays part of LBH summer of culture.



2021-2022 Watermans Park Masterplan

The 2016 planning consent was granted for the construction of moorings and a car park / facilities building which also included improvements to the park. Those plans for the park had to be updated because in 2019 the westbound C9 cycle route was approved to pass through the park. In 2021, a landscape architect, was reengaged by the Council to update the 2016 landscaping plans to reflect the planned route of C9.

In June 2021 the Council's parks team and the Friends of Watermans Park engaged with two local primary schools - Green Dragon and St. Paul's. Their pupils were asked to give ideas about their vision for the playground. Residents were also given the opportunity to share their views through an online questionnaire. Updated plans were then presented to an open meeting in July 2021 and received planning consent on 1 October 2021.

The redevelopment of the park was funded by CIL, other council sourced funds, the marina developers TRM, and TfL funded C9.





Landscape improvement works included building C9 and other features:

• A new pedestrian ramped access at the eastern entrance was built to accommodate C9. A low hedge separates C9 from the pedestrian paths in the park. C9 is close to the northern wall and lamp column lighting has been installed to enable safe night-time use.

Between C9 and the wall there has been new tree planting along with native woodland plants.





- The timber board walk by the river, which had been closed off for safety reasons for many years, was to have been removed under the 2016 plans but has now been retained. Extensive restoration work starting in late 2022 will give back some welcome space to visitors to the park.
- Site-wide several trees originally intended to be removed were saved and there has been additional planting of trees. New planting throughout the park.



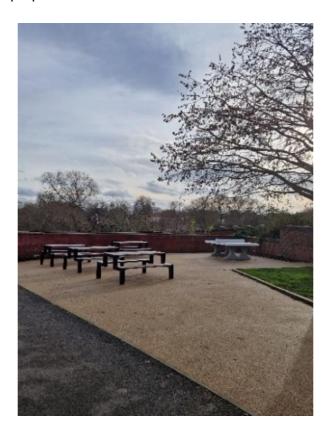




• A new children's play area, a basketball hoop for older children and exercise equipment for adults of all ages including seniors and wheelchairs were added reflecting the survey results. There is to be a drinking fountain by the play and exercise area in 2023.



• A social area at the west of the park includes picnic benches, a table tennis table and space for a pop-up vendor in the future.









• There has been spring bulb planting by children from the local primary schools in Autumn 2022, their painted bird boxes have been installed in trees.





• New seating, some under pergolas, has been installed throughout the park.







• A larger pergola shelters a yoga /performance space with access to an electricity point. The Friends held a series of open mics on weekend afternoons in July 2022. Performers are protected from strong sunlight by a removable canopy.



• The well-loved arch with its wind chimes crafted by children in the 1980's at the western entrance was untouched and now forms a grand entrance to the park from the west.







Where do we want to go?

Green Flag Analysis

The ambition for LBH in partnership with GS and community groups is to continue to work to improve standards and develop parks and opens spaces strategically according to corporate priorities and local needs.

A clear connection between the criteria identified by the Green Flag Award Scheme and the main points gained from the SWOT analysis and site review completed with the Friends of Watermans Park has helped to establish a comprehensive management plan for this site.

The management plan process is described below the section "How do we get there?".

Consultation & Co-design

The Council has a strong partnership with the Friends of Watermans Park, co-designing the future of the park together in most initiatives and opportunities.

Continuous dialogue is in place through regular communication and a quarterly Hounslow friends forum where Friends discuss wider issues and learn from each other to improve overall management standards.

LBH engage annually with Friends groups and community groups in compiling these management plan and their progress.

Ward Councillors and the Lead Cabinet Member for Recreation, Public Spaces and Parking are regularly updated on parks development projects and strategies.

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Liaison with the Hounslow Met Police and the Councils Enforcement Team on matters around ASB and public safety.





SWOT Analysis

A SWOT analysis is a management critique to identify Strengths, Weaknesses, Opportunities and Threats to help shape future improvements.

STRENGTHS

- A well-used open space essential for the surrounding community
- Play areas and sports facilities (table tennis, outdoor gym, basketball)
- Improved access suitable for all visitors including cyclists.
- Active Friends group
- · Active stakeholder collaboration
- · Active community use
- Park lighting for C9.
- · Restored boardwalk giving views of the river.
- New parks signage
- Mural to deter graffiti
- Storage container for Friends

WEAKNESSES

- Friends to review promotion of events to attract a wide variety of the community through diverse events
- Regular graffiti
- Overuse of park as only active river access
- Water connection was not possible
- Failed planting

OPPORTUNITIES

- Friends to establish community garden.
- Regular community events using event space.
- Resurfacing of Thames Path to provide a more accessible path.
- Friends group to grow its active membership.
- Pop up vendor for refreshments

THREATS

- Anti-social behaviour and graffiti
- Hot dry summers pose a particular threat to new planting in the park, watering and care of trees will be particularly important.
- Impact of moorings development and redevelopment of arts centre on the park
- Active management of wildflower areas





How do we get there?

Vision and Objectives

Vision for Watermans Park:

"The Friends of Watermans Park's principal purpose is to help protect, conserve and enhance Watermans Park, its environs and access to the River Thames for the enjoyment of local residents and visitors."

Key objectives for Watermans Park are:

- To continue to work closely with the Friends of Watermans Park and the wider community who use the facilities to adequately maintain and improve the offer.
- To ensure that Watermans Park is a place that is secure, safe to use and is clean and well
 maintained.
- To ensure that the management of the landscape maintains the heritage character of the park.
- To ensure that the park is promoted and managed in order to provide a high-quality service for the people using it.
- To continue to encourage and promote community involvement in the management of the park.
- To ensure that the management of the park protects and enhances the biodiversity of the site and borough.
- To promote health and wellbeing.
- Creating opportunities for connecting green spaces for wildlife and increasing the boroughs ecological resilience and connectivity.





Meeting the Green Flag Award Criteria



Management of Watermans Park

This sets out guidelines and general principles to be followed in delivering the vision and objectives outlined above.

Management of the open space needs to deliver high standards of maintenance of the soft and hard landscaping of Watermans Park within existing revenue budgets and through capital infrastructure funding opportunities.

Delivery Partners

The Council works pro-actively with the Friends of Watermans Park in consulting with local people regarding their views of the facilities and any impact that is made on their lives. Continuing this relationship is a very high priority for the management of the open space.

GS are responsible for maintaining all the parks and open spaces within the LBH Parks Service. Maintenance is carried out by the contractors' operatives who have the necessary skills to achieve high and consistent horticultural standards. We also work with environmental volunteering groups, such as the Environmental Champions and others, see the "Community Involvement" section below for more information.





A Welcoming Place

The following management regimes all play a part in ensuring that Watermans Park continues to be a welcoming area.

Graffiti Removal

As a part of our aim to make the borough safe, green, and clean we are committed to reducing and removing graffiti. The site will be regularly inspected for graffiti. All graffiti will be removed within 7 days of notification, where the graffiti is racist or offensive it will be removed within 24 hours of notification.

Signage

Park signage will be kept clean and is regularly inspected, any repairs will be carried out promptly. For more information, please refer to the "Marketing Section" below.

Pathways

All paths and hard surfaces will be inspected annually. Any necessary repairs will be reviewed, and funding opportunities explored with the aim of rectification as soon possible.

Visibility

Vegetation will be reduced so that where possible site lines are achieved across the site.

Healthy, Safe and Secure

The following management regimes all play a part in ensuring that Watermans Park continues to be a healthy, safe, and secure place.

Health & Wellbeing

We recognise the benefits that our green spaces can make to the health of our residents.

We are committed to developing active environments that enhance leisure, sport, physical activity and play opportunities in priority areas.

The Councils <u>Playing Pitch Strategy</u> in particular, identifies needs for sports facility improvements and sets out priority projects for delivery in partnership with key stakeholders. We work with Council services to ensure that our approach supports the broader Council strategies around health and wellbeing and together with Active Travel team, Leisure Services, Transport, Public Health, Community Development team and the local community we aim to deliver these improvements.

Useful Links:

- Health and Wellbeing Strategy 2023-26
- Data Hub

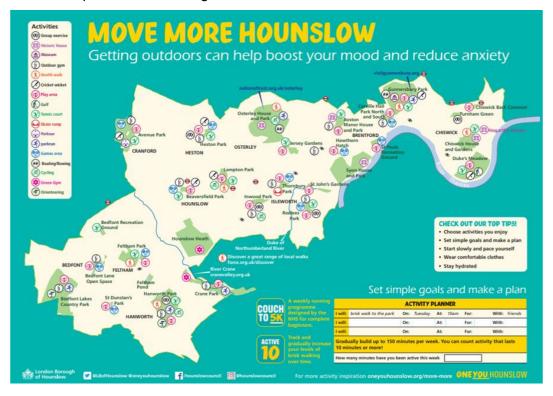
Healthy Hounslow

Healthy Hounslow is a partnership between several organisations supporting people in leading healthier lifestyles; to become more active, eat well and stop smoking. The partners that make up Healthy Hounslow are Hounslow Council, West London Trust, Feltham & Bedfont Primary Care Network, MoreLife, Maximus/BeeZee and Lampton Leisure. The services and support offered by Healthy Hounslow are: Smoking cessation, Health and wellbeing coaching, Healthy weight management, Exercise on referral, Cook and eat sessions, and Community NHS Health Checks.

You can find out all about Healthy Hounslow at our website www.healthyhounslow.co.uk

Move More Hounslow Activity Map

- Available online to be here.
- Map shows most parks in the borough that have a multitude of free activities available.







Site Safety

All GS staff and contractors play an important role in terms of a visible staff presence. All are uniformed and where necessary will wear highly visible clothing. All works will have been risk assessed to ensure the highest level of public safety.

Control of Dogs

Most dog owners act responsibly and keep their pets under control. However, the council continues to receive comments and complaints from residents about the behaviour of some dogs and irresponsible dog owners within parks and open spaces.

In response to this, the council is holding a public consultation process to gather residents' opinions about a variety of dog control related issues. The feedback will help us decide whether to introduce a dog control public space protection order (PSPO). PPSPOs are aimed at ensuring public spaces can be enjoyed free from anti-social behaviour. They are not about stopping the responsible use of public spaces - but they do provide councils with a tool to tackle persistent issues that are damaging their communities.

For more information on the status and findings from the dog PSPO consultation please see the webpage here.

Community Safety

Hounslow Community Safety Partnership (HCSP) is responsible for reducing crime, disorder, and substance misuse in the London Borough of Hounslow.

Along with other supporting partners, HCSP brings together key local agencies including:

- London Borough of Hounslow Safer Communities
- Metropolitan Police Service (Hounslow Division)
- Hounslow district of the National Probation Service
- Hounslow NHS Trust
- London Fire and Emergency Planning Authority
- www.hounslow.gov.uk/community-safety

The Council's Enforcement Team have responsibility for overseeing Community Safety in the boroughs' parks and open spaces. They walk through parks to show presence and work with the Parks Team and GS to target regular occurrences of ASB. Occasionally a joint task force operation including those above is required i.e., rough sleeping, food dumping, drinking and drug misuse.

In 2024, Hounslow Council established a Violence Against Women and Girls (VAWG) Steering Group focused on addressing VAWG issues in parks and open spaces. This group identifies short term and long term strategies and opportunities for partnership development. Key approaches include clearing sightlines, encouraging natural surveillance, and fostering a sense of ownership within these spaces through vegetation removal, raising tree canopies, encouraging volunteering in parks, and organising police walk and talks. The team have also been working closely with:

- London Borough of Hounslow Domestic Violence Reduction Unit
- London Borough of Hounslow Rough Sleepers Unit

Additionally, they contribute to the WA – BCU (West Area – Borough Command Unit) meetings, which include boroughs of Hounslow, Hillingdon, and Ealing.



Well Maintained and Clean

The following regimes are designed to ensure that Watermans Park is clean and well maintained.

Grass Maintenance

GS employ several different management approaches to maintain grass areas within our parks and open spaces. Generally, grass areas are managed either as amenity grassland, rough grassland, or as wildflower meadow. Within many of our larger parks, the grass is left uncut as part of the annual No Mow May campaign which was also referred to as Hounslow's Natural Summer in 2024. For more information see the Council's webpage here.

Watermans Park consists of amenity grassland and wildflower meadow strips.

Amenity Grassland

Amenity grassland consists of areas used for general recreation, and formal and informal sports, and can include wide-open spaces or those areas planted with trees and shrubs. These areas are regularly cut during the growing season, to ensure they can continue to be used for recreation throughout the year (see Annual Maintenance Work Schedule). Grass edges, whether they are against paths, fences or walls will be cut at the same time as the rest of the grass using strimmers in most areas.

Wildflower Meadows

Wildflower meadows are areas which are actively managed and promoted as wildlife areas. They are suitably prepared, sown and protected by GS, to ensure they establish and flourish to help promote pollinators, and to increase the biodiversity within the open space. They are clearly marked out, with interpretation boards to help inform the public about the benefits of wildflower meadows and how they are managed.

Our meadows provide a rich floral display during spring and summer with plants including Ox-eye daisy, Common Birds- foot-trefoil, Black Knapweed, Field Scabious, and Yellow Rattle, though there is a change in the mix of species in flower through the months. These flowers are an important source for nectar feeding species.

As part of the council's commitment to invest in green infrastructure, GS help identify additional areas within our parks and open spaces, which can be managed as wildflower meadow, where suitable and in consultation with Friends groups and other stakeholders.

For more information about wildflower meadows and how we manage them, please see the Council





Example of a newly established wildflower managed area and wildflower signage an interpretation displayed at sites.



Trees

Trees are an incredibly significant feature in the borough's parks and open spaces. They provide a variety of benefits not only to visitors but to the overall environment of an area, creating habitats and providing natural shade. They form an important part of the borough's green infrastructure, and this is reflected within the council's <u>Green Infrastructure Strategy</u>.

Tree Maintenance

To ensure that trees continue to contribute to the landscape it is essential that we think about their health and safety. Trees within parks and open spaces are subject to inspection by suitably qualified and experienced GS Arboriculturists.

This is to identify and remedy any unacceptable risks to people using the sites, or the removal of trees that are extensively decayed compromising their structural integrity. Tree pruning is only carried out where necessary for risk management purposes or where formative pruning is necessary; this approach allows Hounslow's parks to retain a natural landscape with well-formed specimens.

Hounslow Council works closely with Friends, Councillors and Lampton Services Greenspace tree team to consider the tree population within Watermans Park to make improvements and ensure that there is continuity in the way that the trees are managed.

Tree Planting

Between 2020 and 2024 the Council set ambitious tree planting targets, successfully planting over 25,000 new trees and whips in parks and open spaces. This formed one of the main ongoing targets set out in the <u>Green Infrastructure Strategy</u>.

As part of the masterplan over 500 trees and whips were planted in Watermans Park.

For more information on tree planting locations and species, please see the Council webpages here.









Greentalk

Hounslow Greentalk is an innovative new platform developed as a bespoke resource for Hounslow residents. It has lots of clever features to help explore public trees and make a positive difference to the environment. The platform provides a unique opportunity for Hounslow residents to adopt newly planted trees and help their borough become greener.

Anyone who wants to find out about trees in the borough can use the Greentalk interactive map to explore their area through a tree focused perspective.

Other features include but not limited to:

- Adopting a tree
- Watering notifications
- Green walks
- Tree giveaways



Over 120,000 trees have been mapped, and around 33,000 can be liked by registered users. Liked trees are saved as favourites and can be accessed through the user profile.

The data used to display all the information on Hounslow Greentalk is derived from the council's tree partners who manage the trees in the borough and regularly provide up-to-date information to keep the system as relevant as possible. If a resident is aware of a problem with a tree, Hounslow Greentalk can help them report the exact tree with the right information to the relevant tree partner. For more information, please visit Hounslow Greentalk

Wetland Management

Ponds & Lake Maintenance

There are no ponds or lakes within Watermans Park.

Streams and Rivers

Watermans Park is situated alongside the River Thames. The Port of London Authority (PLA) is responsible for the management of the tidal Thames and its riverbanks. As such we work in close partnership with the PLA to ensure the safety and good management of our open spaces which are situated along its banks. For more information on the PLA, please visit their website here.

The new timber boardwalk was recently restored in 2023. This has helped ensure the safety and use of this stretch of the official River Thames Path.

Cleansing

The collection of litter is extremely important in maintaining the appearance of Hounslow's parks and open spaces and has a direct effect upon how people treat and respect the site. Litter is collected and bins emptied daily by the GS cleansing crews. Any occurrences of fly tipping are cleared by GS within 48 hours of notification, and we work closely with the Enforcement Team to investigate fly tipping issues where possible.



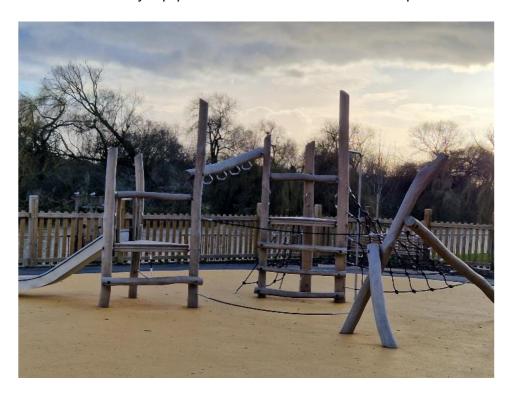


Park Furniture & Fittings

GS ensure that all furniture is clean and will check benches, notice boards and bins on a regular basis. Items will be cleaned when necessary. Any necessary repairs will be reviewed, and funding opportunities explored with the aim of rectification as soon possible.

Playgrounds

All playgrounds are visually inspected a minimum of once per week (based upon site usage), a recorded quarterly operational inspection, and an annual inspection carried out by an independent inspector to ensure the playground meets ROSPA standards. Any hazards identified are dealt with accordingly and where necessary equipment will be cordoned off whilst repairs are scheduled.



Hard Surfaces

Hard surfaces will be kept clean with litter and leaves removed. Hard surfaces will be maintained in a weed free state. Paths will be kept in a good state of repair and all paths being inspected annually. Any necessary repairs will be reviewed, and funding opportunities explored with the aim of rectification as soon possible.

Drains and gulley's are inspected regularly as part of the Annual Infrastructure Survey.

Buildings & Structures

There are no buildings within Watermans Park, however the new timber boardwalk is listed as a structure. Also, a large pergola performance space with access to an electricity point was created in 2022 as part of the redevelopment of the park. A storage container was installed in 2024 for the Friends to store items for the park.





Environmental Sustainability

The following regimes are designed to ensure that Watermans Park is managed in a sustainable way.

Litter Recycling

All litter is taken to Transport Avenue, the West London Waste Authority site within Hounslow borough. It is then loaded onto trains and taken to an energy waste site in Avonmouth, where it is used as a renewable energy source.

Green Waste Recycling

All green waste is either reused or recycled. Grass clippings are spread and left in situ in the park. Wood chippings are used on flowerbeds to provide a compost and a weed control. Other green waste (shrub pruning etc.) is taken to Transport Avenue Waste Disposal Site, where it is then transferred by road to a composting facility for processing.

Pesticides

As a part of our commitment to ensuring a cleaner and greener Hounslow, the use of chemicals to treat weeds was stopped in 2020. This decision supports the Council's ambitions for a cleaner and greener borough and promotes biodiversity and encourages wildlife. This approach is now fully supported by GS in parks and open spaces, enabling the borough to become even more hospitable to plants and animals.

The use of specific herbicides will only be considered when it is not viable to use non-chemical alternatives, for example, controlling the spread of an invasive species such as Japanese Knotweed, as they are especially damaging to the environment.

Removing the use of herbicides does present operational challenges, herbicides have always been considered a cost-effective solution due to their less labour-intensive results. As such GS continue to assess and review their operational schedules to ensure that an adequate resource and suitable approach is applied to control weed growth.

Peat Use

GS do not use peat, or any peat-based products within Hounslow's parks and open spaces.

Infrastructure

GS follow the Council's procurement guidelines when sourcing replacement or new infrastructure items. This includes prioritising products made from recycled and environmentally and sustainably sourced materials wherever possible and financially feasible.

For example, using trees felled onsite for seating and fence work, and sourcing fibreglass heritage litter bins to replace ironwork bins. Products made from tropical hardwoods and other unsustainable sources are not used.





Fuel, Fleet & Power Tools

Fleet

As part of an ongoing trial within the Lampton group, the GS fleet use an alternative diesel product, Hydrotreated Vegetable Oil Fuel (HVO). HVO meets OEM fuel specifications and is certified to be a 90% CO2 saving on normal diesel. This efficiency is better than current electric vehicles and is a great stop gap to future technologies given the age of the HGV fleet. It is hoped that a switch to HVO will help GS transition to low carbon technologies in a systematic way, giving time to manage various operational constraints limiting early adoption of electric vehicles.



Power Tools

GS are continuously trialing the use of electric power tools as alternative to 2 stroke machinery. They currently utilise a number of battery powered strimmers and blowers and continue to evaluate the effectiveness and development of the technology, and replacing older traditional machinery as it reaches end of life.





Biodiversity and Heritage

We manage our parks and open spaces by ensuring that where possible we maintain a diverse range of age, species and structure in the canopy, understory and herb layers and aquatic spaces. This is achieved by:

- Managing site specific habitats such as acid grassland, mature veteran trees, rivers, ponds, and woodlands.
- Supporting the borough's wildlife through interventions such as birds and bat houses, stag beetle loggeries, aquatic ledges and educational signage.
- Enhancing existing aquatic and terrestrial habitats to support a diverse range of flora or fauna.
- Exploring opportunities to create new habitats such as wildflower meadows, native hedge planting, aquatic ledges, and copses.
- Consider introducing sympathetic mowing regimes where suitable, for example leaving areas of rough grassland around trees.
- Recognising the effects of climate change e.g., drought, wildfires, floods, disease, biosecurity.
- Prioritising sustainability through resilient planting e.g., drought tolerant trees and plants.
- In 2021 LBH commissioned a baseline report of Invasive species Parks and open spaces portfolio, surveying 195 sites. This information was used to procure a specialist contractor to remove targeted species over a five-year period beginning in April 2025 and running for 5 years. This will seek to eradicate: Japanese Knotweed, Giant Hogweed, and floating Pennywort, and provide advice on how to deal with Himalayan balsam.
- Biosecurity Anyone responsible for plant supplies must ensure that all plants and associated soil are supplied free of pest and disease at all points in the supply chain. To achieve this, GS consider the latency period and life cycles of all pests and diseases. Special attention to biosecurity is given to imported stock.
- GS procurement will always prioritise suppliers that are able to demonstrate a supply chain audit trail (for example, are part of a recognised Plant Health Assurance scheme) that ensures plant material sourced within the UK is under a regime of biosecurity-aware production and follow nationally agreed good practice guidelines.

The Nature Recovery Action Plan (NRAP) is a part of Hounslow's Greener Borough Framework and was adopted in 2023. A stakeholder board -Nature Recovery Stakeholder Board (NRSB) was launched in February 2024 and is led by the Nature Recovery Manager with quarterly meetings held in various locations across the borough. Currently planning the 4th meeting to be held in February 2025. More information can be found here.





Ecological Survey 2023

Watermans Park is a public park (1.1ha in size) and has recently been refurbished. All extra heavy standing (EHS) planting, native planting and herbaceous planting took place in March 2022. It is a valuable green space and can help in tackling the climate change emergency.

This site visit was not able to produce a comprehensive wildlife-flora and faunal species due to the factors that influence their presence (seasonal or dormancy periods). In general, habitats can be identified within the site and their potential to support protected species.

Habitats at the site include bare ground, dense scrub, wildflowers, young and mature scattered trees across the site and at the banks of the river Thames.







Fig: Dense scrub

View of a mature tree

Bird box

Seagulls and pigeons were seen during the site visit as well as bird nests. Old and mature trees along the existing tracks have the potential to support roosting bats as there were crevices and gaps suitable for crevice dwelling species (see Fig.). No other small mammals except grey squirrels were seen. A sward of grass, tall ruderal vegetation, bare earth provides opportunities for foraging, insolation and refugia for reptiles, no reptiles were seen during the site visit.

Considerations:

- Continuous habitat should be maintained to ensure that commuting and foraging routes are not lost.
- Habitat piles for amphibians, reptiles and invertebrates should be created across the western side
 of the park.
- The value of the site for breeding birds and bats could be enhanced by installation of more bird and bat boxes onto the trees.





Community Involvement

This is crucial to the management of Watermans Park and will continue to be of the utmost importance.

Friends Groups

The Council works closely with the Friends of Watermans Park and encourages them in their efforts to apply for grants and to organise volunteer days and events. We also engage with other community groups and third parties to encourage and ensure opportunities for the needs and requirements of a diverse borough population.

The Parks Team provide support for applications to the Council's Thriving Communities Fund. More information about the scheme can be found on the Council webpages here.

Hounslow Friends of Parks Forum holds quarterly meetings. The forums are facilitated by Habitats <u>Heritage</u> who are a west London based organisation who help support new and established Friends Groups. The Friends of Parks provides a support network, and to provide opportunities to build relationships that are based on collaboration.

Friends of Watermans Park

Formed in 2019, the Friends of Watermans Park have enthusiastically pursued their vision to improve the image of the park for the local community. With a strong focus on making the park safe and supporting the needs of the local community they have built positive and active relationships with the local community, Council departments, the police, and other stakeholders.

This has been further supported by the Friends who have gained a good understanding of the different park user needs through community forums.

The Friends group also help shape the Council's strategic improvement plans via ongoing discussions to ensure they are appropriate for the users of the park. The Friends have recently supported the Council's high-level vision to make the park one of best in the borough by assisting with resident engagement exercises in the development of the Watermans Park masterplan.

The local residents who have formed the Friends Group envisage a vibrant community amenity which can host community events as well as an attractive recreational area by the river Thames for all to enjoy.

The friends monitor the park every day throughout the year to ensure that all issues are reported quickly to the council so that prompt remedial actions can take place which benefits the local community.

To find out more about Friends of Watermans and how you can get involved visit: Home - Friends of Watermans Park





Volunteering

The Council and GS work with the public to inform, educate, and volunteer in managing habitats through event opportunities and specific projects such as school planting in greenspaces, green gyms, tree planting and habitat surveying. Community involvement and engagement in nature conservation projects helps to increase the health and wellbeing of our residents.

The GS Countryside Team help manage and coordinate several volunteer groups across the borough. More information can be found on the Parks Hub webpages here. The Council also has an Environmental Champions Scheme, more information available on the website here.



Bulb planting with local school

Marketing

Promotion and marketing of Watermans Park is carried out by means of a range of measures to ensure that local people and visitors to the borough are aware of the facility.

Entrance Signage

Noticeboards on site are used to promote work in the park and activities and events held by Friends of Watermans Park.







Signage Refresh

In 2021, the Parks Team secured significant funding for a borough-wide refresh of all parks and open spaces signage.

The signage was designed in partnership with Friends, local community groups and other stakeholders to ensure they were designed in consultation with our park's users. The design principles focused on inclusivity, using pictograms and maps to illustrate the facilities available in the park and the surrounding area. This programme was completed in Autumn 2024.

For more information and examples of the new signage please visit the Council webpages <u>here</u>.

Web & Press

The Council's website has a dedicated Parks and Open Spaces section which can be found <u>here</u>. You can find general information about the service, with useful links, advice, and reporting channels for customers to use.

Parks Hub

The Consultation and Engagement platform Let's Talk Hounslow has a new dedicated Parks Hub which includes current consultations, surveys, and live projects, as well as a digital noticeboard. Since the launch in February 2024, the site has had over 10,000 visitors to the homepage. To view the hub visit here.



Let's Talk: Parks and Open Spaces

Hounslow Council is bringing nature and green spaces closer to you. As one of London's greenest boroughs, Hounslow's parks are essential for wellbeing and conservation. This hub allows residents to share feedback on consultations, improvements, and projects about our parks and open spaces.

Our Parks team, alongside Lampton Services Greenspace, manage over 160 open spaces, including 29 allotment sites, 9 cemeteries, and 4 churchyards. Working with Friends Of groups and charities, we ensure our parks remain vibrant spaces for relaxation, play, and community activities. Click below to learn more.

Learn more



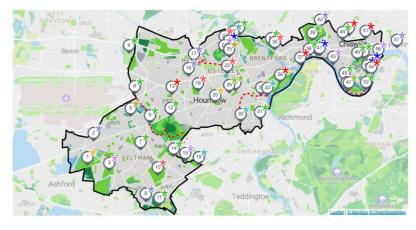


Hounslow also has several other websites which are designed to engage with the wider community about our services and the opportunities available in Hounslow. Please visit, <u>HounslowConnect</u> and InHounslow for more information.

- Promotion through the London National Park City www.nationalparkcity.london
- London National Park City Mini-Guide for Hounslow, celebrating Hounslow's great outdoors Hounslow's Mini Guide

LONDON NATIONAL PARK CITY Hounslow Mini-Guide*





Welcome to the first London National Park City Mini-Guide for Hounslow, colebrating Hounslow's great outdoors. Use it to find places to explore, play, or simply sit; groups to join and paths to walk; activities on land or water to try. Get there on foot, by bicycle or while trepresent

The Council also has an active social media presence on $\underline{Facebook}$ and \underline{X} with the handle @LBofHounslow.

Events

The Council encourages the hire of parks to appropriate organisations for commercial and community events. Events are held in accordance with the Parks and Open Spaces Events Policy found on the council webpages here.



2024

Return of the Summer Bandstands over 6 Saturdays featuring local musicians and the Speak Out in Hounslow Choir.





2023

The Friends of Watermans Park held summer bandstands over 6 Saturdays. One concert was in collaboration with UWL's London College of Music whose students performed as well as The Speak Out in Hounslow Choir and the Shout Out Brass Band.





Events 2022

'Idle Women' – Summer of Culture event that was funded by the Women's Euros. (2022) Part of a larger national project where smaller events were hosted to help women reclaim spaces for themselves, particularly those close to rivers and canals. Activities were based on what society. deemed women shouldn't be doing anymore. This event was a dance party that hosted around 45 women aged over 60, a safe space to have fun, make friends and to create a positive memory.







'Open Mic'- Summer of Culture and Friends of Watermans (2022)

Watermans Park pergola was the perfect set up for the open mic event that happened once a week on the weekend during July 2022. Residents enjoyed the sunshine and singing.









How do we know we have arrived?

Monitoring and Review

This management plan has been designed as a live document that will guide development in the park over the next five years. Progress will be subject to monitoring and review in order to measure success and delivery of aims.

Members of the Greenspace Parks team regularly visit the site to monitor progress against the action plan; the results of these visits will be discussed at monthly management and meetings with Friends.

LBH Parks Officers work closely with GS and the Friends group to monitor progress and discuss future. This includes:

- Performance against the requirements of the Management Plan
- Provision and analysis of infrastructure surveys
- Provision and analysis of asset surveys
- KPI's and performance monitoring

An annual SWOT analysis will be carried out by all stakeholders and, together with the information gathered from all the monitoring methods will be recorded and fed into annually updated management plans.

GFA Judges feedback and award outcome will enable continuous learning, development and improvement by all partners involved in the award process. Discussed at monthly Parks and GS management meetings and meetings with stakeholders.

Action Planning

Our action plan for Watermans Park is provided in Appendix 1. This plan is based on an evaluation of the SWOT analysis together with other projects and plans raised by the Friends group. The action plan lists actions and categorises based on timescales and the Green Flag award criteria. The plan will also allocate ownership for each task to the key stakeholders:





Appendix 1

Watermans Park | Green Flag Award | Action Plan Updated 2025

Key to Action Plan

Green Flag Award Criteria

W Welcoming Place Healthy, Safe and Secure Н

VM Well Maintained and Clean

S Sustainability

ВН Biodiversity and Heritage

С Community Mkt Marketing Management Mgt

Stakeholders

LBH Parks Service Management Team GS Lampton Greenspace FoWP

Friends of Watermans Park

Delivery Timescales

S Short term (less than 1 year) M Medium term (1 to 3 years)

Long term (3+ years)

O Ongoing

MANAGEMENT ACTION	STAKE- HOLDER	GREEN FLAG CRITERIA	TIME- SCALE	STATUS 2025
Install new signage, noticeboards and information boards	LBH	W, S	S	Completed 2023. Heritage trail boards between Kew bridge and Brentford bridge installed in 2024
Review Thames Path surfacing.	LBH, GS	W, WM	L	To be completed in 2025
Anti-social behavior. Continue stakeholder engagement and targeted enforcement	LBH, GS, FoWP	W, H	0	As required
Options for pop up vendors	LBH, FoWP	W, C	0	Space in social area for pop up vendors to be present in the park – continue to explore
Develop plans for increasing habitats and the biodiversity of the site	LBH, GS, FoWP	ВН	М	Work with local schools to install bug hotels and bat boxes.
Establish a community Garden	FoWP, LBH	вн, с	М	2025 Friends to establish a community garden at the north end of park, working with local schools
Tackle ongoing graffiti	LBH, GS	W, VM	S	Completed 2024 - mural on north wall to deter graffiti using a local artist.
Maintain a healthy tree stock	LBH, GS, FoWP	W, H, WM, S, BH	O, S	Monitor all new native woodland plants and trees to ensure they prosper.



MANAGEMENT ACTION	STAKE- HOLDER	GREEN FLAG CRITERIA	TIME- SCALE	STATUS 2025
Continue to work with the Friends of Watermans Park. Continue to provide support. to other community volunteers/services to promote greening activities	LBH	С	0	Ongoing
Support Fitness activities in the park.	LBH, GS, FoWP	С	0	Positive use of the park for fitness activities with minimal impact on the green assets. Use of covered event space.
LBH to continue to facilitate events within Hounslow's parks and open spaces as part of an active community engagement agenda.	LBH	С	0	Ongoing. More events with local children.
LBH to facilitate opportunities for education, culture, and heritage at the site.	LBH, GS, FoWP	С	S, M	Heritage interpretation project being explored to support cultural opportunities on site.
Continue to publicise the park through LBH website, social media platforms and notice board. Also, borough wide campaigns, including achievements, initiatives, and announcements.	LBH, FoWP	Mkt	0	Ongoing
Support other positive promotion of the park through various media platforms.	LBH, GS, FoWP	Mkt	0	Ongoing
The management plan to be reviewed annually and the action plan to be updated annually.	LBH, GS, FoWP	Mgt	0	Ongoing





Appendix 2

Annual Maintenance Work Schedules

The following table provides an overview of the annual maintenance work schedules. All frequencies are subject to seasonal variations, resource, and specific horticultural requirements. They are reviewed annually by the Operations Manager at GS to ensure they remain suitable and reflect any significant site changes. See "Meeting the Green Flag Criteria" section for more detailed management information.

Service Frequency/Management information

GM Summer works (March - October)

Amenity grassland cutting Rough grassland cutting Wildflower meadow cutting Hedge & shrub cutting

Managed by the Grounds Maintenance Teams

Once every 3 weeks

1-2 cuts per summer season

1-2 cuts per summer season

1 "reduce cut" dependent on horticultural requirements

GM Winter works (October – March)

Hedge & shrub cutting
Pond clearance
Leaf clearance

Managed by the Grounds Maintenance Teams

1 "hard cut" dependent on horticultural requirements As required, dependent upon size and conditions As required, from hard surfaces and grass areas

Cleansing

Litter collection & bin emptying Non-offensive graffiti removal Offensive graffiti removal Fly tip removal.

Managed by the Cleansing Teams

[site specific] Daily, including bank holidays. Within 7 days of notification Within 24 hours of notification Within 48 hours of notification

Playgrounds

Safety inspections

Managed by the Playground Inspectors

One visual inspection per week minimum (based upon site usage), quarterly "operational" inspections, recorded, annual independent inspections by the Royal Soc. for the Protection of Accidents (ROSPA), recorded.

Infrastructure

Cleansing (bins, benches, signs etc).
Lighting
Buildings

Various teams/management

As required, based on visual inspections and reports Inspections and repairs managed by Hounslow Highways All H&S checks conducted, electrical, fire, water, etc.

Trees

Tree inspections
Tree maintenance
Tree watering
Tree planting

Managed by the Tree Team

Annually

Based on previous inspections, prioritised by H&S Summer: May – September (for trees under 3 years)

Winter: October – March





Monitoring the Annual Maintenance Work Schedules

Members of the Parks Team conduct site visits to ensure that the work schedules are being adhered to and report issues to GS to resolve where necessary. Customer enquiries relating to maintenance issues are also routinely assessed to ensure they are rectified in a suitable and timely manner.

The Parks Team are currently working with the Ward Improvement Team to develop a new monitoring program, which we expect to be deployed in spring 2025.

The program will rely upon the Land Audit Management System (LAMS), developed by the Association of Public Service Excellence (APSE). This is an industry recognised approach, which many local authorities use to monitor the performance of their park services.

The program will also make use of and refer closely to the guidance provided by Parks for London in their recently updated Green Space Quality Manual. This provides valuable insight and understanding as to "what good looks like" and will help to ensure a consistent approach is taken during routine monitoring.

The new monitoring program will be periodically reviewed to help measure its success in improving the parks services. We expect it to help identify where there are issues and trends in performance to inform how best to deploy resource in the areas which require it the most.

For more information regarding the tools and approach that will be used for the monitoring program, please visit the <u>APSE LAMS</u> page and download the Parks for London <u>Green Space Quality Manual</u>.





Appendix 3

Management Structure and Responsibilities

Watermans Park is owned and managed by the LBH and maintained by the GS. Information below sets out the management structure and describes the roles and responsibilities of the key personnel involved in managing and maintaining the site.

LBH Parks Service Management Structure

The Environment and Culture Directorate provide the following roles who are responsible for the management, and associated roles, of Hounslow's parks and open spaces:



LBH Head of Parks Development and Green Infrastructure

Senior commissioning role for the management and partnership with GS, senior advisor in relation to parks and open spaces, strategy and policy development, Member's liaison.

LBH Parks Project Managers (x4)

Project development and management, fundraising, community engagement and consultation, implementation, strategy, and policy setting

Parks Project Officer

Development and delivery of projects, fundraising, community engagement and support Head of Parks

Commissioning Manager

Supplier performance governance and relationship management, Legal and contracts, Planning/Commissioning, Operational Service delivery and business processes/systems.

Senior Contracts Support Officer

Supplier performance, customer service and casework, community engagement and consultation, project support.

Parks Project Support Officer

Assistance with finance; administration, project support and communications.

Ecologist and Nature Recovery Manager

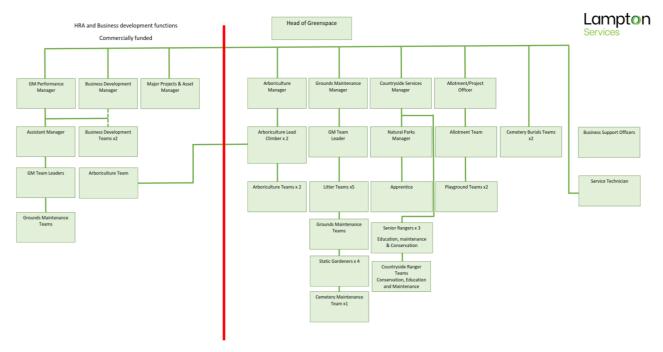
Responsible for providing expert ecological advice relating to the management, protection and enhancement of important habitats and species within the borough.





Lampton Services Greenspace Management Structure

The following GS roles are responsible for the management of Hounslow's parks and open spaces:



Head of Service

Responsible for the ground's maintenance service provision. Oversees the delivery of the specification which includes infrastructure.

Projects Manager including the Allotment Service

Responsible for the development of park infrastructure, management of the allotment service, overseeing horticultural standards, schemes, and developments. Main contact for contractors (CDM). Friends and Member liaison.

Countryside Manager

Responsible for the management of the borough's countryside service. This role includes the management of the Ranger team and educational, animal husbandry, environmental and wildlife operations/programs associated with these locations.

Planned Maintenance Manager

Responsible for the management of the operational resources to deliver the ground maintenance services for the parks and open spaces sites.

Performance and Support Officer

Customer Service functions- Freedom of Information (FOI), customer enquiries, councillors' enquiries, and monthly statistics; technical project support.





Tree Team Manager

Responsible for the teams that carry out the inspections and maintenance of the boroughs 85,000 park trees. Oversees all tree planting schemes for the council and community groups in parks. Managing and mapping/recording of invasive species. Planning application guidance to LBH.

Playground Inspectors x2

Visual, operational, and minor repairs of playgrounds Inspected annually external contractor.

Operational Teams

Grounds maintenance at Watermans Park are delivered using mobile teams. These teams provide the Grass cutting, horticultural tasks, general maintenance, litter bin emptying and litter picking.

Business Support Officer

Provides administration for fleet, handles finances and overtime schedule



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