

The Hoe Park Management Plan (2017 -2020)

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THE HOE PARK MANAGEMENT PLAN 2017-2020

1.0 Introduction

Plymouth and its City Centre are undergoing major inward investment and redevelopment over the next 5 years, the change in built environment surrounding and leading up to the Hoe Park will impact heavily on the park in general and influence its future development.

With Mayflower celebrations set to centre around Plymouth Hoe in 2020, there will be a focus on engaging communities and volunteers in the enjoyment and care of the Hoe along with a programme of exciting large and small scale events aimed at celebrating Plymouth. This will be complimented by the Future Parks programme – aimed at finding better ways to care for and fund green spaces working with multiple stakeholders.

The Hoe Park management plan sets out our aspirations and objectives for the park's ongoing protection, management and continuing development. The plan provides clear leadership for a balanced approach to the protection, management and development of the Hoe Park and links into the city's green space strategy. It provides us with a means of disseminating information about the park to our various partners; from the site-specific operational team to officers and managers within the council, to external supporters and interest groups – such as the Hoe Neighbourhood Forum, the War Graves Commission, English Heritage.

The management plan has identified the future development and maintenance needs of the Park, whilst providing the budgetary evidence for future financial commitment, enabling us to deliver an efficient and financially sound service. This information will be used to support applications for external funding initiatives.

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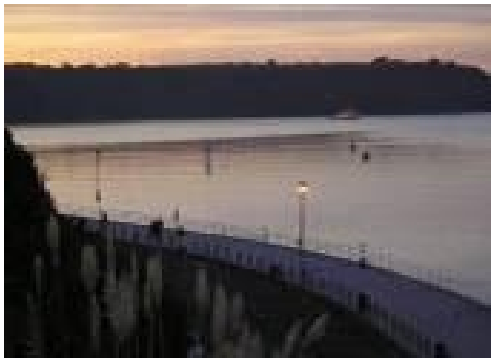


Images of Hoe Park

INCLUDEPICTURE "http://tbn1.google.com/images?q=tbn:oxHda7aLeQ-w_M:http://www.whattodosouthwest.co.uk/imgs/pages/6507_1182237633486840e83299a.jpg" * MERGEFORMATINET

2.0 Site Description

The Hoe, where Sir Francis Drake completed his legendary game of bowls before leaving to defeat the Spanish Armada has become an obvious focal point for the city.

The Hoe has many superb sites including the Royal Citadel, Smeaton's Tower lighthouse – rebuilt from its original base 14 miles out to sea, and the four and a half million ton granite and limestone breakwater, as well as a huge grassed area overlooking Plymouth Sound – one of the world's great natural harbours.

With its spectacular backdrop, the Hoe, the city's unique seaside area, has in recent years assumed a new role as the venue for a series of highly successful free music festivals and as a platform for the incredible British Firework Championships. Of course, nothing will quite compare to the British Grand Prix World Offshore Powerboat Championships for both spectacle and sheer excitement.

3.0 Tenure

The Park is part owned by the Ministry of Defence and Plymouth City Council but wholly managed and maintained by Plymouth City Councils Street Services.

4.0 Hoe Conservation Society / Friends

PCC's Green Estate and Project and Partnerships Teams are currently working with the Hoe Neighbourhood Forum, aspirations for the forum are as follows:

- Reviewing and informing the ongoing development of the Hoe Park Management Plan
- Informing and influencing the design framework for the park, including elements such as street furniture and landscaping
- Identifying and prioritising improvement proposals
- Developing and expanding public consultation initiatives to provide more complete and accurate data about the parks relevance and performance
- Promoting greater awareness of the park's historical, cultural and social role by improving signage, marketing and exploring opportunities for park based activities and events
- Providing supporting information to marketing and educational development initiatives Initial steps to establish this forum have been put in place, including
- Regular attendance at group meetings
- Organised talks and presentations to local schools, guilds and groups, free of charge
- Site visits with Officers to discuss issues and proposals

5.0 Ward

The Park forms part of the St Peters and Waterfront ward in Plymouth.

6.0 Elected Members

The elected members for the ward are:

Councillor Ian Tuffin
Councillor Chris Penberthy
Councillor Susan McDonald

Associated Member

Councillor Sue Dann – Cabinet member for Environment and Street Scene

7.0 Community Involvement

We see community involvement as a key element in the ongoing management and development of the Hoe Park. Within our remit for the management of the park, we aim to identify the hopes and wishes of the various groups and users of the park, looking to establish a balance between provision for heritage, cultural and modern aspirations. We supplement regular general user surveys with site and/or function specific surveys as we address certain areas/topics. Additionally, we have established a network of partners who work with us on various aspects of the Hoe Park.

The significance of the Park in the hearts and lives of the people of Plymouth is reflected in the number of local community led groups who have an interest in its upkeep and development. During the preparation of the management plan for the Hoe Park, we identified key community groups and stakeholder organisations. The most active of these include local historical societies such as the Old Plymouth Society who work with us to promote greater understanding of the city's heritage. The Hoe Forum work with us to identify the issues and aspirations of the local residents. The group are currently writing a Neighbourhood Plan for the Hoe, as part of this a Green and Blue Spaces Forum has been set up.

Through the Mayflower and Future Parks Accelerator projects the Hoe stakeholder forum has been set up. This provides a communication network for a wide range of stakeholders including local businesses, different factions within the Council and other local user groups. As part of the Mayflower Project an Officer is currently dedicated to community engagement and volunteering.

Recognising that effective management relies upon the support of these local groups, it is an aim of our Management Plan to create and nurture a forum for the park, which will coordinate the efforts of the established groups and to provide clear leadership on the preparation and development of the Hoe Park. Enabling us to undertake quality public consultation and encouraging the groups to coordinate their efforts and inform our decisions about the parks evolution, rather than create a site-specific friends group, which might overstretch and dilute resources.

8.0 Hoe Park


N
Royal Parade
Pavilions
Barbican
Millbay
Ferryport
West Hoe Park
Hoe Park
Royal Citadel
Radford Park
Plymouth Sound

9.0 Green Flag Feedback 2019

10. Is there a good standard of arboriculture maintenance?	NG	G	A	R	Tree stock appeared healthy across site
		✓			
11. Are buildings and infrastructure such as walls, paths, steps and structures in good condition?	NG	G	A	R	There were a few issues with the main path coming up from the city centre but otherwise good
		✓			
12. Is equipment used by the public and staff in good condition?	NG	G	A	R	Putting green, boules area were all good. Toilets OK. Slight issue with the sensory garden – see photo. Benches and bins OK
		✓			
Environmental Management					
13. Is there evidence that the site is managed to have a positive impact on the environment?	NG	G	A	R	Bins and benches constructed of recycled materials
		✓			
Landscape and Heritage					
14. Are heritage and/or landscape features in good condition?	NG	G	A	R	Lots of large military memorials which were all well maintained, clean and in good condition. Smeaton's Tower in good condition and access to the top is reasonably priced
		✓			
Community Involvement					
15. Is there evidence of community involvement and engagement?	NG	G	A	R	None seen other than some Elmer Elephants as part of the city trail
	✓				
16. Is user feedback positive?	NG	G	A	R	Site well used and loved. Staff on site were knowledgeable and helpful
		✓			
Marketing and Communication					
17. Is there evidence of marketing and promotion, including events? e.g. notice boards, in buildings, website & social media.	NG	G	A	R	Noticeboard on site was empty
			✓		
18. Is the correct year flag flying and certificate on display?	NG	G	A	R	Flag flying by café, no certificates seen – could put some in the toilet block and empty notice board
		✓			
Overall Result (✓)	**Is the site of Green Flag Award Standard?** Green ✓		Amber		Red
Additional comments:					

Insert photographic evidence below and on subsequent pages

Green Flag Award Mystery Shop Assessment

Name of Site	Plymouth Hoe	**Managing organisation**	Plymouth City Council
Weather Conditions	**Sunny / Warm**		
Date of assessment	21.08.19	**Time (from – to)**	2pm – 3:30pm
Result: (✓)	**Is the site of Green Flag Award Standard?** Green ✓ Amber Red		

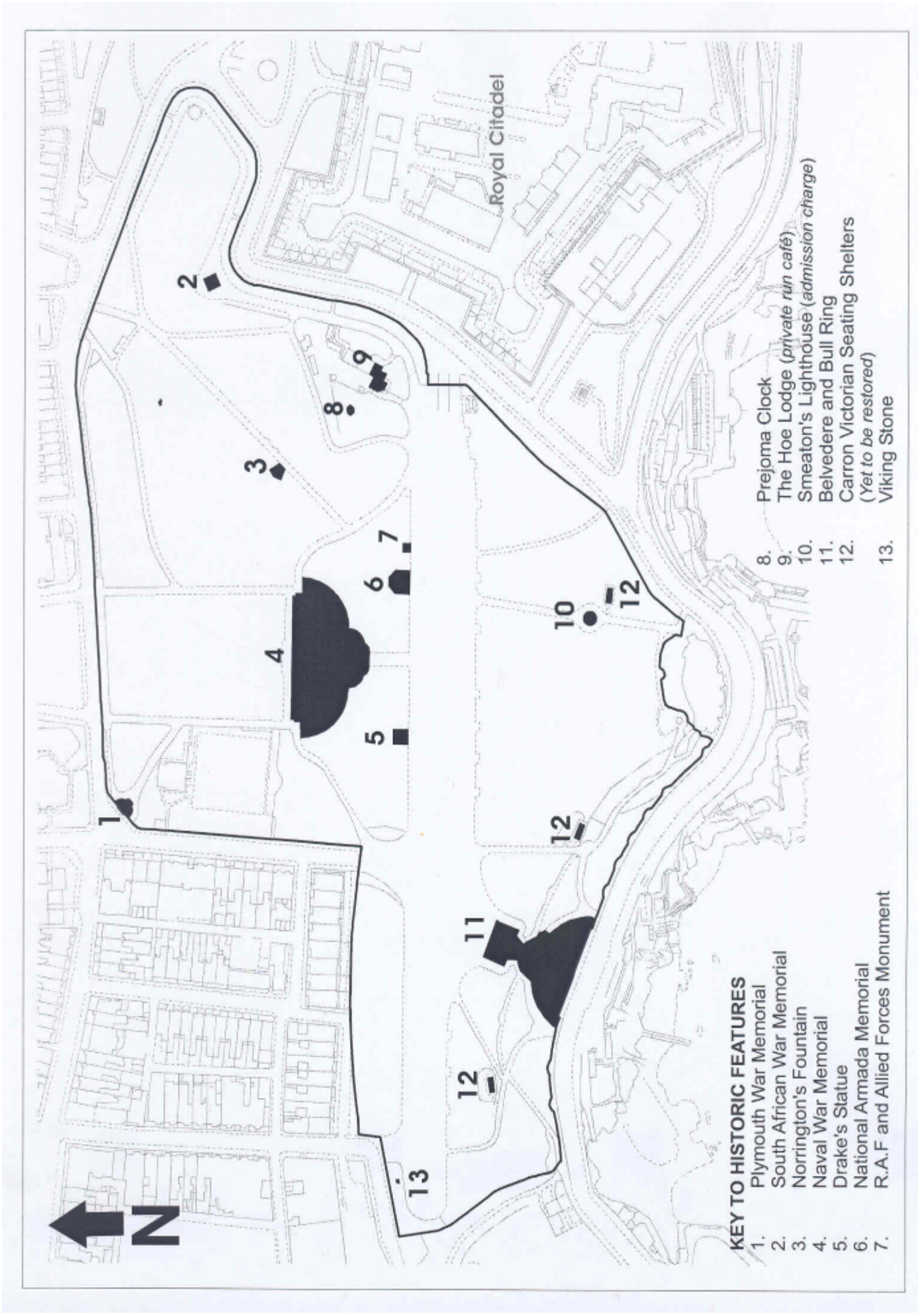
Grading					Comments and Recommendations
Please mark each section as Green, Amber or Red If there is no evidence or the section is not applicable mark as NG (not graded) and provide an explanation					Comments should be provided to support each grading *Please include photographs to support your grading where applicable **Please refer to Raising the Standard manual if necessary
A Welcoming Place					
1. Is the site welcoming?	NG	G	A	R	Numerous entrances all looked tidy and inviting
		✓			
2. Is the site easy to find?	NG	G	A	R	Well signposted, both pedestrian and vehicular throughout city
		✓			
3. Is signage in good condition?	NG	G	A	R	Large identical entrance boards display relevant information, smaller boards throughout park give historical or points of interest information
		✓			
4. Is the site accessible to all users?	NG	G	A	R	Where possible, yes. Much of the park is on a cliff face so steps are present. Disabled parking is available on top of the Hoe for access to the main areas
		✓			
Healthy, Safe and Secure					
5. Are facilities on site in good and safe condition?	NG	G	A	R	No issues observed in regards to safety. Missing slab and seat back in sensory garden – see photo
		✓			
6. Did you feel safe during the visit?	NG	G	A	R	Yes, site was very busy with lots of people enjoying the views, facilities and weather
		✓			
7. Are dogs being controlled and the site free of dog fouling?	NG	G	A	R	Only 1 instance of dog fouling observed despite the site being very popular with dog walkers so overall all seemed under control
		✓			
Well Maintained and Clean					
8. Is litter, waste and recycling managed?	NG	G	A	R	Site was litter free, good bins well placed. Didn't appear to be any onsite recycling
		✓			
9. Is there a good standard of horticulture maintenance?	NG	G	A	R	Borders around memorials are very good – staff on site maintaining these areas. Seasonal bedding around café also good, grass areas well maintained. Some of the borders around the toilet block and sensory garden need further attention – lots of weeds and bindweed is taking over
			✓		

GFA Mystery Shop form 2019 Issue 2 J/Operations/GreenFlag/Year/Master Documents Mar 2019

10.0 Buildings and Structures

Summary of Historical Buildings within the Hoe Park

Details	Listed Status
Watchtower Octagonal Lookout south of the Lighthouse	Grade II
Norrington's Fountain Norrington's fountain on the Hoe was unveiled in June 1881 and is inscribed: Maps and photographs show that this fountain was originally on the site presently covered by the bowling green near Osborne Terrace. Charles Norrington's was Mayor of Plymouth in 1864 and again in 1881.	
Smeaton's Lighthouse re-erected One of the world's most famous lighthouses this triumph of 18th century engineering was built on the treacherous Eddystone Rocks 14 miles out at sea off Plymouth. Moved by the Victorians to Plymouth Hoe it has recently been restored to its original glory.	Grade I
Sir Francis Drake Memorial erected A 10 feet high bronze replica that was placed on Plymouth Hoe and Lady Fuller Drake of Nutwell Court, Honiton, unveiled it on February 14th 1884. A chair made from the timbers of Drake's ship the "Golden Hind" was used at the ceremony.	Grade II
Park Lodge and associated structures	Grade II
Armada Memorial The National Armada Memorial was unveiled on Tuesday October 21st 1890 by HRH Prince Alfred, Duke of Edinburgh (1844-1900), who had just been appointed Commander-in-Chief at Devonport. The date was the anniversary of the Battle of Trafalgar.	Grade II
Belvedere, Corporation Seat re-built The Belvedere as it now stands was erected in 1891 and tradition says that the pillars of the two upper tiers came from a previous market building. It has also been suggested that the pillars were originally taken from Plympton Priory, which Sir Arthur Champernowne was demolishing in 1564. If that is the case, then they are amongst the oldest remains in Plymouth.	Grade II
Three shelters by W MacFarlane of Glasgow	Grade II
South African War Memorial erected The obelisk was designed by Mr F W Marks and unveiled by Lady Audrey Buller on August 8th 1903, wife of Sir Redvers Buller, who had been the first commander-in-chief of the War.	Grade II
Naval War Memorial built – to commemorate the dead of the First World War The memorial was unveiled on July 29th 1924 by Sub-Lieutenant HRH the Prince George, who landed at Pottery Quay, Devonport, from HMS Ursula during reserve fleet exercises. The brass plaques contain 7,000 names of officers and sailors killed during the conflict **Official unveiling of extension to commemorate the dead of the Second World War** After the end of the Second World War (1939-45) it was decided to extend the memorials to commemorate the dead of that War. For Plymouth this was to be means of a curved sunken garden on the inland side of the memorial. The design of the memorial was by Sir Edward Maufe (1882-1974), the Imperial War Graves Commission's architect. The brass plaques contain 23,000 names of officers and sailors killed during the conflict.	Grade II
Plymouth War Memorial It was unveiled on Saturday May 19th 1923 as a memorial to those who had died in the Great War, 1914-1918. It was not, of course, known as the First World War at that time since nobody thought there would ever be another like it.	
RAF Air Monument Granite has been used for the main body of the Monument, on top of which is the six-feet tall, bronze statue of the Unknown Airman, sculpted by Mrs Pamela Taylor. At the base of the Monument are buried the ashes of Air Vice-Marshal Don Bennett, the wartime commander of the Pathfinder Force of Bomber Command.	


N
Royal Citadel
KEY TO HISTORIC FEATURES
1. Plymouth War Memorial
2. South African War Memorial
3. Norrington's Fountain
4. Naval War Memorial
5. Drake's Statue
6. National Armada Memorial
7. R.A.F and Allied Forces Monument
8. Prejoma Clock
9. The Hoe Lodge (private run café)
10. Smeaton's Lighthouse (admission charge)
11. Belvedere and Bull Ring
12. Carron Victorian Seating Shelters
(Yet to be restored)
13. Viking Stone

12.0 Natural Landscape

12.1 Nature Conservation Designations

Ecological designations identify part of the foreshore and the Hoe Park as a 'County Wildlife Site' for Nature Conservation', or CWS ~ a designation recognised by the Joint Local Plan. The Sound is also of national and international importance and has been designated a Special Area of Conservation (SAC).

12.2 Ecology

The limestone bedrock upon which the foreshore and Hoe Park sit has been recognised as one of the best exposures of Plymouth limestone. The grasslands of the foreshore and Citadel environs support a diversity of species, which include key local species of Plymouth Bladder Campion, the Bulbous Meadow grass and the Plymouth Thistle.

Sensitive management of the banks where these species have been identified has enabled the growth of their range within the Hoe Park to the extent we see today. Continual assessment and review of grounds maintenance operations are undertaken to protect and expand these localised populations. There is also a small area of wildflower meadow which was created in 2017 with volunteers. Management entails mowing the banks once a year and the removal of the mown material in order to limit the nutrient content of the soil. This allows a diverse flora to result with no single species dominating. An interpretation panel has been provided and regularly reviewed to increase public awareness of this special initiative.

In 2017 an ecological management plan was created by Devon Biodiversity Records Centre.



Limestone grassland interpretation board

Plymouth Campion

13.0 Historical Significance

As guardians of the Hoe Park, we seek to protect and maintain its unique character and features, in both built and natural environment. We recognise the positive benefits associated with increased public awareness of the environment around us; such as support for restoration initiatives and participation in organised activities.

The historical significance of the Hoe Park has long been recognised by the people of Plymouth and its administration. The park's development has been heavily interlinked with the expansion of our city and provision for informal recreation. Indeed, the park gained Grade II status in the *'Register of Parks and Gardens of Special Historic Interest in England'*, administered by English Heritage, in July 2002, recognising the Hoe as being "…*of sufficient historic interest to be placed on the Register…because it is a significant example of a public park developed from public walks and pleasure grounds which originated in the medieval period. The site includes a significant group of 19th century park structures, together with much of its 19th century path pattern*…"

Additionally, regarding our natural heritage, the park and foreshore have a significant role as a geological and horticultural asset.



Plymouth Hoe circa 1900, *courtesy of Britain in Old Photographs –Around Plymouth by Tom Bowden*

13.1 Statutory Designations

In addition to the Grade II listed status of the Park on the *Register of Parks and Gardens of Special Historic Interest*, it falls within the boundaries of the Hoe Conservation Area, designated in March 1977, which imposes strict controls over the demolition and development of the park, any such work requiring conservation area approval.

13.2 The Park Develops…

The shelter afforded by the natural outcrop we now know as the Hoe, led to medieval settlement at nearby Cattewater, however, the openness of the area itself and the rocky nature of the adjacent foreshore deterred formal development. The construction of the Citadel by Charles II in 1671 to the east of the ridge created the first real purpose for the outcrop – as a parade ground – a purpose still very evident today. Pressure to develop from the west was thwarted by the presence of a large limestone quarry, which now forms West Hoe Park.

The combination of these barriers to development and the spectacular views from the Hoe, as recognised within the extract from the Register above, have defined the use of the park for centuries. As early as 1530, Westcote reported that 'here the townsmen pass their time of leisure by walking, bowling and other pleasant past-times'.

In 1588, Sir Francis Drake purportedly played bowls on the Hoe while awaiting the arrival of the Spanish Armada. By 1600 the townspeople appear to have maintained a monument here, suggesting it was a gathering place. *Carew's 1602 Survey of Cornwall* records the *"…portraiture of two men…with clubs in their hands [Gog and Magog] and… it is renewed by order of the Townsmen…which should infer the same to be a monument of the some moment".* These figures are noted as remaining in the turf until circa 1671, and the construction of the Citadel.

Records from Daniel Defoe in 1704 attest to the fact that the Hoe was being used for leisure on account of it's views, "…from *this 'plain on the edge of the sea…I observed a scene so serene, so calm, so bright and the sea so smooth, that a finer sight, I think I never saw'."*

This informal use of the Hoe continued until the early 19th century when, with the increasing growth of the Plymouth as naval town, the Corporation looked to develop the Hoe with in a more formal way with walks and gardens to

complement the recent adjacent residential development by John Foulston and George Wightwick. In 1830, the first map was published which shows an area corresponding to the Promenade we have today.

Although there is no reference to formal provision at this time, some informal provision can be assumed as 1836 saw the appointment of a Committee to examine the condition of the fences, seats and approaches. While the military still used the Hoe, the Committee was able to implement gradual improvements throughout the 1830's and 1840's, including the successful negotiations of 1844-47 for leasing additional land from the military for recreational purposes.

It is therefore presumptuous to assume that the Hoe Park developed within the conventions of a 19th century municipal park from the 1850's.

Communal grazing of the grasslands continued until 1860, when the area became officially known as the Hoe Park.

The 1870's – 1880's saw significant improvements to the park which included levelling works around the Bull Ring (1870), the construction of a new entrance and new approach roads (1878), the extension of the promenade (1880) and the introduction of many of the historic features of today's park.

By 1873, Jewitt noted that the Hoe "…. *Is converted into public gardens for the free and unrestricted use, day and night, of the inhabitants*…".



In the 1880's and 1890's the park was furnished with standard facilities: a bandstand, a drinking fountain and park lodge with extensive public toilets. The area of the bowling green was first identified in 1907 and opened for use in 1908 following the relocation of the Bandstand to south of the lighthouse. Norrington's Fountain was re-sited to its present day site following this in 1914.

The next notable development occurred with the construction of the first phase of the naval war memorial during 1920-24 that interrupted the established path network. These paths were later re-configured when the *exedra* commemorating the Second World War was added, and the paths re-aligned to support Patrick Abercrombie's post war *Plan for Plymouth* idyll of creating a 'grand vista' from the City Centre to the Hoe.

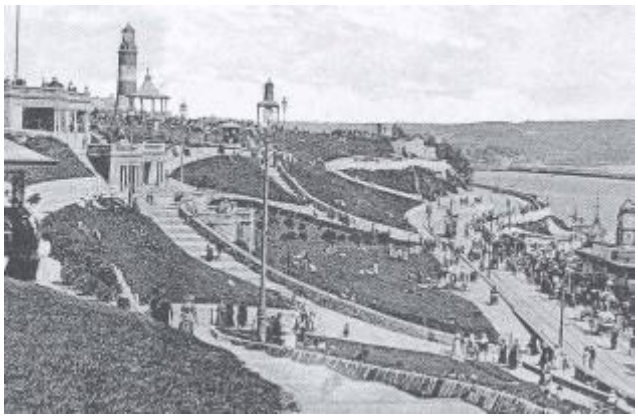
The 1960's saw the construction of the Hoe Café, which was devastated by fire in the 1980's. The area this occupied was laid out to grass and flower beds until, following requests from staff and visitors, it was landscaped to create the Sensory Garden in the late 1990's ~ providing a sheltered quiet area for contemplation, where sounds and smells would re-invigorate and stimulate the senses.

Most recent developments included the construction of the bowls pavilion post 1987, and the siting of the Viking Stone in the west of the Park and of the Twinning Stone outside of Hoe Front Garden. Recent restoration initiatives have enabled the restoration of the Lighthouse, in partnership with the Heritage Lottery Fund, and the refurbishment of the Belvedere Memorial.



Smeaton's Tower

14.0 The Belvedere Memorial





Hoe Slopes, circa 1904, *courtesy of Britain in Old Photographs –Around Plymouth by Tom Bowden*

14.1 Background to Belvedere Memorial

The Belvedere or Corporation Seat, lies on the southern face of the Hoe Park, and was rebuilt in 1891. It is said that in the 17th century this was the site of the Bull Ring, where bulls were tethered and baited by bulldogs for sport, until the Corporation banned it in 1815. The Bull Ring was also the location for political meetings ~ the last recorded meeting talking place in 1882 to celebrate the jubilee of the passing of the Reform Act of 1832. The coat of arms depicted on the face of the memorial in the one designed for the corporation following the Municipal Reform Act of 1835.

EMBED MSPhotoEd.3



Belvedere

Armada Memorial

15.0 Hoe Park Development and Management

Options identified as part of the management objectives include improving the image and identity of the Hoe, improving connections with surrounding areas, improving movement around and within the Hoe, enhancing public enjoyment and the use of open spaces. These link into the corporate objectives of: providing a strong strategic framework to promote investment, guide development and safeguard our built and natural environment; to provide a clean and green city that

makes the most of its environment and location; delivering environmental improvements to the streets, parks and open spaces linking in with the local development framework and green space strategy.

16.0 SWOT Analysis

To implement the aims and objectives of the Park, three methods have been adopted and are detailed below:

SWOT Analysis

We have developed the following SWOT analysis for Hoe Park.

Strengths:

- Good links with the community, e.g. Hoe Conservation Group
- Level entrances to the core activity areas
- Tea room based within the Park Lodge
- Access to public toilets
- Parking facilities for the disabled
- Steeped in local history – *attracts regional and national interest*
- Presence of Smeaton's Lighthouse, a Grade 1 listed building
- Presence of the Belvedere Memorial, providing sheltered seating
- Civic focus for memorials and commemorative statues
- Presence of three of the five Victorian shelters specific to Plymouth
- Extensive provision of seating and litter bins throughout the park
- Good visibility throughout the park
- Good lighting throughout the park

Weaknesses:

- Exposure to the elements, especially during the autumn and winter
- Access for disabled parking disrupted during some major events
- Potential for noise pollution for residents during major events

Opportunities:

- Continue to promote the park as an educational resource for schools etc within the City
- Further development of community led activities and event programme
- Raising the profile of national and local history
- Development of organisations run by and for the local community

Threats

- Restrictions of use imposed within the leasing agreement with the Ministry of Defence
- Overexposure to regional and national events which may preclude opportunities for local activities
- Restricted spending and additional funding opportunities
- Vandalism

17.0 The 6P's Development Plan

This method will compliment the SWOT analysis detailed previously and will help to ensure that the marketing is achieved efficiently and effectively. However, future market research will be necessary if the park and its facilities are to maintain their relevance to the needs of the local communities.

Element	Action
Price	The Park will remain in the public domain with free access to all. Programmed activities and events which may identify the need for an entry fee, will ensure that any such fee is commensurate with the target group and/or local residents ability to pay
People	Staff: ongoing training will ensure that staff fully understand the importance of their role in achieving the desired levels of service delivery Parks Users: regular research and customer feedback provides information central to the monitoring and development of the park.

Product	Ongoing research ensures that the Park and its facilities continue to meet user and community requirements. This research will enable the review and improvement of facilities as and when this becomes necessary.
Place	Ensure that the marketing and distribution of information is appropriate for the activity or event that is being promoted, i.e. drop in sessions to local comprehensive schools and community centres. Ensure that each event or organised activity is suitably located to minimise conflict with other park users.
Process	Keep booking procedures and information dissemination networks simple to ensure maximum accessibility and avoid customer intimidation.
Physical Environment	The appearance, cleanliness and general aesthetics of the park are important for customer enjoyment and sense of well being, and therefore are essential to the long-term success of the restoration project. Procedures are in place to ensure regular checks on the park's furniture and fabrics, and the built structures in an effort to ensure that standards are maintained.

18.0 Financial Management

Efficient financial management is achieved through effective monitoring via computerised administration systems and by our ongoing flexible performance based approach to operational management – allowing functions to be determined by need rather than frequency.

19.0 Action Plan

Summary of Core Objectives for the Hoe Park 2016 – 2020

Ref No	Details of Objective	Completion Date	Officer
1	Refurbishment of Memorial benches	Autumn 2020	Caroline Fiske
2	Naval Monument restoration – War Graves Commission	2019	TBC
3	Picnic Bench x 1	2019	TBC
4	Lighthouse external refurbishment – Corporate Property	2020	Facilities management
5	Peace garden restoration works	2020	Gardeners
6	Begin quarterly stakeholder forums	2020	NIO
7	Joint work plan for Shekinah, volunteers and probation service	2020	Liz Cole
8	Consultation and planning of potential wildflower and orchard area for Autumn planting	2020	Liz Cole
9	Update notice boards	2020	Kieran Shaw-Flach
10	Installation of Nancy Astor statue	2020	Facilities management
11	Deployment of visitor counters at entrances to the park to measure footfall	2020	Kieran Shaw-Flach
12	Dedicated operations team working in the park	2020	Nigel Cotterill

20.0 Maintenance Routines

Below shows the table of work for the year, annual maintenance is planned around this table but staff have the ability to be flexible and can move work around to seasonal changes and events.

Grounds & Toilet Maintenance Routines	April	May	June	July	August	September	October	November	December	January	February	March
ANNUAL BED EDGE GRASS-HALF MOON	0	1	0	0	0	0	1	0	0	0	0	0
ANNUAL BED EDGE GRASS-LHS	2	1	2	2	2	2	1	1	1	0	0	2
ANNUAL BED PLANT-SPRING / SUMMER	0	1	0	0	0	0	1	0	0	0	0	0
ANNUAL BED PREPARE –SPRING / SUMMER	0	1	0	0	0	0	1	0	0	0	0	0
ANNUAL BED-REMOVE LEAVES-SPRING	0	0	0	0	0	0	0	1	1	0	0	0
ANNUAL BED-ROUTINE MAINTENANCE-SPRING / SUMMER	1	0	1	2	2	2	0	0	1	1	1	2
BOWLING GREEN APPLY FERTILISER-SPRING/SUMMER/AUTUMN/WINTER	1	0	1	0	1	0	0	1	0	0	0	0
BOWLING GREEN APPLY HERBICIDE / WORMICDE	0	1	0	0	0	0	0	0	0	0	0	0
BOWLING GREEN CLEAN ENVIRONMENT MONTHLY	1	0	0	0	0	0	0	1	1	1	1	1
BOWLING GREEN CLEAN/ENVIRONMENT (X3/WK)	0	12	15	12	12	15	3	0	0	0	0	0
BOWLING GREEN CUT GRASS-7 BLADE CYLINDER & BOX (X3/WK)	12	12	15	12	12	15	0	0	0	0	0	0
BOWLING GREEN CUT GRASS-ROTARY	4	4	5	4	4	5	1	1	0	0	1	2
BOWLING GREEN CUT GRASS-ROTARY >30 DEGREE GRADIENT	4	4	5	4	4	5	1	1	0	0	1	2
BOWLING GREEN DELITTER GULLY & SURROUND DAILY (X5/WK)	0	20	25	20	20	25	5	0	0	0	0	0
BOWLING GREEN DELITTER GULLY & SURROUND WEEKLY	1	0	0	0	0	0	0	1	1	1	1	1
BOWLING GREEN EDGE GRASS-HALF MOON	0	0	0	0	0	0	1	0	0	0	0	0
BOWLING GREEN EDGE GRASS-LHS	4	4	5	4	4	5	4	1	0	0	1	4
BOWLING GREEN INITIAL MARK RINKS	1	0	0	0	0	0	0	0	0	0	0	0
BOWLING GREEN SCARIFY-HEAVY	0	0	0	0	0	0	1	0	0	0	0	0
BOWLING GREEN SCARIFY-LIGHT	1	1	1	1	1	1	0	0	0	0	0	0
BOWLING GREEN AERATE / TOP-DRESS	0	0	0	0	0	0	1	0	0	0	0	0
BOWLING GREEN CUT GRASS-7 BLADE CYLINDER & BOX (X1/WK)	0	0	0	0	0	0	4	1	0	0	1	4
BOWLING GREEN-ROLL	1	1	2	1	1	1	0	0	0	0	0	0
BOWLING GREEN SWITCH/BRUSH DAILY (X5/WK)	20	20	25	20	20	25	20	20	25	20	20	25
ERICA/HERBACEOUS/ROCKERY EDGE GRASS-LHS	2	2	3	2	1	1	1	0	0	0	0	1
GRASS CUT & BALE-LATE SUMMER MEADOW	0	0	0	0	0	1	0	0	0	0	0	0
GRASS CUT-5 BLADE CYLINDER & BOX WEEKLY	4	4	5	4	4	3	2	0	0	0	0	1
GRASS CUT-5 BLADE CYLINDER NO BOX/ROTARY	4	4	5	4	4	3	2	0	0	0	0	1
GRASS DELITTER	4	0	0	0	0	0	4	4	5	4	4	5
GRASS DELITTER DAILY (X7/WK)	0	28	35	28	28	35	0	0	0	0	0	0
HARD STANDING SWEEP	1	1	2	1	1	1	1	1	1	1	1	1
HEDGE PRUNE AMENITY	0	0	0	0	0	0	1	0	0	0	0	0
HERBACEOUS-END OF SEASON MAINTENANCE	0	0	0	0	0	0	1	0	0	0	0	0
HERBACEOUS-REGULAR SUMMER / WINTER MAINTENANCE	1	2	3	2	2	2	0	1	1	1	0	1
HERBACEOUS-WINTER MAINTENANCE	0	0	0	0	0	0	0	0	0	0	1	0
KERBS/PATHS-EDGE GRASS-HALF MOON	0	0	0	0	0	0	0	0	1	0	0	0
BIN EMPTY TWICE DAILY (X7/WK) summer (3XWK) winter	28	28	35	28	28	35	12	12	15	12	12	15
ROSE SPRING PRUNE CLIMBING	0	0	0	0	0	0	0	0	0	0	1	0
SHELTER CLEAN	4	4	5	4	4	5	4	4	5	4	4	5
SHRUB BED-REGULAR SUMMER MAINTENANCE	1	1	1	1	1	1	0	0	0	0	0	0
SHRUB BED-ROUTINE MAINTENANCE	1	1	2	1	1	1	1	1	1	1	1	1
SHRUB BED-SEASONAL MAINTENANCE	0	0	0	0	0	0	0	1	0	0	0	0
SHRUB GROUNDCOVER WINTER PRUNE	0	0	0	0	0	0	0	1	0	0	0	0

SHRUB / GROUNDCOVER PRUNE - SPRING / WINTER	0	0	1	0	0	0	0	1	0	0	0	0
SHRUB/GROUNDCOVER EDGE GRASS-HALF MOON	0	0	0	0	0	0	0	1	0	0	0	0
SHRUB/GROUNDCOVER EDGE GRASS-LHS	2	2	3	2	1	1	1	0	0	0	0	1
SWEEP LEAVES FROM GRASS AREAS	0	0	0	0	0	0	3	4	1	0	0	0
TREES REMOVE EPICORMIC GROWTH	0	0	0	0	0	0	0	1	0	0	0	0

21.0 Safe and Secure Environment

We recognise that the sense of well being of our staff and of visitors to the park is paramount to its continuing vitality and success. People's perception of a healthy, safe and secure environment is often determined as much by their visual impression as by their actual experience of the place.

We are fully committed to the City Council's objective to deliver' clean and safe environments', and aim to create a place where people can rest and relax without fear of prejudice or threat to their personal safety. To enable us to achieve this, we undertake customer surveys and staff feedback sessions to identify issues affecting people's enjoyment of the park, and inform our decisions about developing and improving the park facilities.

To improve the standard of grounds maintenance, we have moved away from frequency-based work specifications. We liaise with our dedicated team to implement a flexible standards based programme.

21.1 Working Practices

When in the park, all vehicles must activate their orange warning lights to warn people of their presence.
Only fully trained staffs are permitted to use machinery. Vocational training is available to all employees as appropriate to the work they carryout. A qualified gardener supervises trainees and apprentices at all times during the working day. There are codes of working practices, risk assessments, daily vehicle checks and regular maintenance.

With regard to materials and equipment, all are stored away in the works depot and out of the public areas. To minimise misuse and the risk of harm, no equipment is left unattended in the park.

21.2 Safe Equipment

All machinery and equipment used within the park is regularly maintained and inspected by our experienced in-house staff. Machinery, especially the use of grass cutting equipment, is not practised during adverse weather conditions.

21.3 Pesticides

The use of herbicides is strictly controlled, and where possible alternative methods are used. Currently weeds are removed from hard surfaces by hand or weed 'ripper' in the first instance and weed killers as a last resort. The use of chemicals on fine turf areas is strictly monitored, in line with COSHH recommendations we are always looking for alternative / safer methods.

21.4 Needles and Hypodermics

If needles are encountered by members of the public or staff – removed immediately by our trained staff, or within the hour if reported by telephone to our main reception by members of the public. Gardening staff are trained in the safe disposal of sharps and hypodermics.

22.0 Developing a Safer Environment

For a park to be successful and achieve its full potential, people need to have confidence that it provides a safe and secure environment. Many issues affect people's perception of whether an environment is safe and secure. Issues that include:

22.1 Personal Security

We employ a security firm throughout the year to man the main entrance to the park and circulate through the park during the daylight hours, to assist regular users and occasional visitors with any enquiries or issues that may arise. During organised events, additional staff is brought in to enable the safe movement of people through the park and control any unruly behaviour that may arise.

22.2 Dog Control

Dogs are allowed if kept under control. A dog waste collection scheme operates within the park and is enforced by our staff in conjunction with the Environmental Services Dog Wardens. There are dog litterbins provided throughout the park to encourage responsible behaviour. Dual bins have been installed to take dog waste and litter.

22.3 Pathways and Steps

All the pathways and steps within the park are kept clear of rubbish and debris. General sweeping regimes are supplemented by the clearance of leaf litter and arisings from grass cutting, which are built into these maintenance operations. Sweeping of the paths and litterbin collections are undertaken regularly, with enhanced regimes during the peak summer period. All the gullies and drainage channels are cleaned and maintained on a regular programme by our environmental services department.

22.4 Handrails

Handrails are provided where appropriate. Improvements to the stepped entrances continue this year, concentrating on the entrance opposite the Citadel where mature shrubs have been removed to increase visibility and a new handrail is being introduced.

22.5 Graffiti

Not a major problem within this park, nevertheless, inspect all hard surfaces regularly and any stains or deposits are removed at that time if possible, or within 24 hours of being identified/reported should specialist cleaning services be required. Our dedicated on-site team are equipped with paint to enable an immediate response to most instances of graffiti.



22.6 Signs

Signs within the park are cleaned and refurbished as and when necessary.

22.7 Seating

Seating and park benches are inspected regularly for damage and repaired or removed as appropriate. Cleaning, painting and refurbishment is undertaken on a rolling programme. This rolling programme allows us the opportunity to review locations – giving us flexibility to create differing environments, not solely to maximise the views, but providing places where people can gather as well as areas for quiet contemplation.

23.0 Soft Landscaping and Floral Displays

Quality soft landscaping creates a sense of well-being and provides seasonal interest for this important setting. Autumn planted bedding displays around the park herald the arrival of spring when the hyacinths and tulips break through. The appearance of the naturalised narcissi, crocus and snowdrops around trees and in grass areas reinforce the visual presence of the trees on the main approach to the Naval Memorial.

Bedding out of the summer displays takes place during May and June, with the addition of hanging baskets in the main gardens beside the Lodge.



24.0 Health Initiatives

The Hoe Park is central to City initiatives to improve the health and wellbeing of the local population. Guided walks by our Community Ranger provide an opportunity for people of all abilities to learn more about the park in an informal setting. School visits are undertaken and the quiz sheet has been developed to encourage children to actively search for information, making physical activity fun and functional. A programme of easy enjoyable walks has been developed across the City in partnership with the Plymouth Guild of Voluntary Service, which includes walks around the Hoe and Barbican.

The organised events programme provides opportunities to increase public awareness of the various levels of physical pursuits available. Events include The Plymouth Half Marathon, Cycling and The Race for Life.

During the warmer months, we work with our local Shop mobility organisation to provide motorised vehicles on the Hoe promenade to improve the opportunities for the disabled and physically impaired to access and explore the park fully.

Within the park, the bowling green is very popular with local clubs and visitors, and is able to accommodate to disabled users. The putting facility provides seasonal interest during the warmer months and is very popular with local and visitors alike.

25.0 Security

On site security occurs on three levels:

1. On a daily basis during daylight hours, the private security guard oversees the main entrance to the park
2. During working hours, our dedicated team provide informal policing
3. Higher profile policing in the form of regular visits by the Community Support Officer, the frequency of their visits fluctuates to support our community and public awareness initiatives.

26.0 Providing a clean and well maintained Park

Providing a clean and well-maintained park is the minimum baseline standard from which we work. While our grounds maintenance programme provides us with the means to achieve this standard, good communications with our staff and other departments enable a coordination of efforts to develop, review and manage the parks' resources effectively.

27.0 Well Trained Staff

All our staff is fully trained as appropriate to the operations that they are required to undertake, this training including appropriate care and maintenance of their equipment. The training records of all staff working on the park are provided. Furthermore, review and regularly we carryout risk assessments on all operations that our teams are required to perform.

Training	City and Guilds in Botany Machinery and General Horticulture and Certificated NJC Gardener	NVQ2 Amenity Horticulture	Hedge Trimmer (Lantra Based)	Pedestrian Mowers (Lantra Based)	Strimmers (Lantra Based)	Chapter 8 (Road signing)	Manual Handling	Sharps Collection	Emergency First Aid	Playground Routine Inspection RP2
Gardening staff	Y		Y	Y	Y	Y	Y	Y	Y	
Playground Team			Y		Y		Y	Y	Y	Y
Waste team			Y	Y	Y		Y	Y		
Grass Cutting Team		Y	Y	Y	Y		Y			
Staff can vary but all would be trained as indicated										

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28.0 Staff – Health and Safety

All our staff are issued with their own copy of The Street Scene Services Health and Safety Manual, the manual includes all our Codes of Practice and Risk Assessments.
The Operations Manager and Technical Officer review the above annually and any amendments are issued to the staff to update their manuals accordingly.
Monthly Health & Safety checks of gangs are carried out at random. Gang members are checked for correct PPE, correct / safe use of machinery and that they have their Health and Safety Manual.
Vehicle inspection carried out at same time, checks made for – Vehicle inspection sheet being completed by driver, lights, indicators, tyres, cleanliness (Exterior & Interior), windscreen wipers / wash.

29.0 Quality Assurance and Performance Objectives

Quality checks are the responsibility of all Street Scene Services staff and can be summarised as: -

On site gardeners:

- Maintenance carried out to the required standard.
- Report any problems / situations / damage.
- First contact with the public.
- Recognise where maintenance is required.
- Have 'ownership' of site.

Off site operatives

- Maintenance carried out to the required standard.
- Report any problems / situations.

Park Charge hand

- Clear instructions are passed to the gardeners.
- Inspect work carried out as instructed (Daily)

Quality checks (Daily).

Supervisor

- Provide latitude for the charge hand to carry out the maintenance of the Hoe as required.
- Carry out daily supervisory visits to ensure that the Park is maintained to the required standard and quality.
- Investigate problems / situations reported and provide answers / solutions.
- Look at methods of improving performance and maintenance.

Management

- Visit the Hoe once or twice a week to spot check maintenance / security / appearance of Park.
- Consultation with Community Groups, Councillors, 'Friends' etc

Public

- Our greatest asset.
- Provide feed back

30.0 Good Husbandry

Inspection and refurbishment of soft landscaping features is an ongoing commitment. Deadheading, formative pruning and seasonal maintenance requirements are undertaken as appropriate to establish strong healthy plants and displays.

Tree stakes and ties are checked regularly and adjusted or removed if appropriate.

Scarifying and spiking/aeration of the grass areas are undertaken in accordance with recognised horticultural practice. The grass-cutting season generally runs from March to November with an occasional cut during the winter if growth warrants it.

Areas of naturalising bulbs have their first cut after the top growth has died down. On these areas the height of the first cut is increased to allow the grass time to recover.



Staff proudly displaying Green Flag Certificates



Sensory Garden shrub beds

31.0 Reinstatement Work

Reinstatement work to grass areas and the cleaning of the promenade are undertaken as soon as practically possible following organised events ~ cleaning immediately after the event during the night and turfing work during the following day.

32.0 Litter Management

As a major civic site for organised events, the management and disposal of waste is a major concern for us. There is an extensive network of litterbins and dog litterbins throughout the park to discourage littering during an ordinary day. The litterbins are emptied twice daily during from March to October and then three times per week for the remaining months of the year

However, this is the minimum provision, as our on-site team can undertake additional cleaning and emptying if required. For safety and aesthetic reasons, skips and bulk bins for everyday use by our teams are positioned out of site in our depot.

During organised events and in the follow-up cleaning operations, additional staff, bulk bins and our motorised cleaner are employed to minimise the impact of litter. Cleaning operations occur immediately after the event to ensure the park is in peak condition for the morning.

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Image of Recycling Bin installed on the Hoe

Dog bins are emptied a minimum of three times per week by our Dog Team, with additional emptying as required by our on-site team. Grass areas are littler picked daily from May through September, and on an occasional as required basis during the remainder of the year.

33.0 Buildings Management and Maintenance

Unlike many parks in Plymouth, The Hoe Park is fortunate to have its Lodge, which is currently operating as a café, and to have good easily accessible public toilets.

All of these buildings have Listed Grade II status and as such receive regular and programmed maintenance, including internal and external refurbishment. Additionally, the public toilets, which are managed by our Environmental Services, have an attendant present during opening hours to provide assistance when required and oversee the facilities.

The monuments and memorials are inspected regularly for signs of defacement and graffiti. The offending marks are removed immediately ~ specialist cleaners being employed should the need arise. All the stone faces are cleaned, and repainted if appropriate, on a rolling programme.

34.0 Disabled Parking / Access

The Hoe Park has designated parking for the blue badge holders to enable them to enjoy the park and its panoramic views, and to gain easy access to the disabled toilet facility. The on-site Security Officer manages this provision.
While access to and movement around the park is generally good, we continue to work closely with the City Access Officers to seek guidance on the management of access and movement around the park, and to inform improvements where possible. Past initiatives have seen the removal of over mature shrubs and adjustments to kerbing at the level entrances to improve access. Current initiatives include similar treatment to a stepped entrance from Hoe Road with the inclusion of a handrail and improvements to the signage, and the re-grading of the grass environs around one of the period shelters, to improve access to the seating.

35.0 Sustainability

The City first committed to consultation and working with local communities to improve the quality of our life and protect our environment in 1993, and has since then been actively promoting and reviewing its progress to:

- Continue to involve, encourage, educate and support people and organisations to care for their environment
- Ensure compliance with current environmental legislation
- Regularly examine, review and seek to minimise the environmental effects of our actions
- Promote the protection of the environment when buying and specifying goods
- Provide appropriate staff training
- Source products locally
- Utilise products made from recycled materials whenever possible

To enable us to achieve these objectives within the Plymouth's Parks and within the Hoe Park, we have sought to establish partnerships with local community groups and suppliers, and have adopted various working practices, which include:

- Keeping up with current legislation and other corporate objectives by regular attendance at the meetings of the City's Environment Forum
- Minimising the effects of our actions on the environment:

a. Storing waste products appropriately to prevent pollution of localised water and drainage systems

b. Minimising the use of chemical compounds such as pesticides, fungicides etc in our grounds maintenance operations.

c. Specifying and using environmentally friendly compounds whenever possible

d. Attending seminars and monitoring best practice initiatives within our region and within the horticultural industries

e. Around 95% of the green waste produced during grounds maintenance operations is recycled. Some is composted to create a soil conditioner, which we incorporate within the flowerbeds to retain their raised profiles and improve water retention as required, woody waste is chipped to create mulch that we use as a weed suppressant on shrub beds.

f. Grass from wild flower meadows is bailed and traded with a local farmer.

g. Wood / logs are given away to wood turners and members of the public.

h. Scrap metal and wood is sorted into relevant bays to be recycled so as to reduce landfill

i. Ten recycling bins installed to separate plastic bottles and cans

- When compiling our Standing Lists of Suppliers, assessing a supplier's commitment to sustainable practices through our procurement procedures, Technical Appraisal and Annual Review administration systems. This is complemented by regular liaison with suppliers following inclusion on our lists to encourage greater use of sustainable practices and materials.

- Promoting the use of energy efficient systems and recycled materials where possible, particularly relevant to street furnishings. Within the Hoe Park. New lights have been installed to reduce light pollution and which operate more efficiently.

- We are reducing the use of peat based products within the Hoe Park.

- By working with local nursery nurseries for the supply of annual bedding we have reduced our 'carbon foot print'. Maximum plant delivery is now no more than thirty miles distance.

- Conserving water and reducing the need for additional watering of floral displays during the summer period. To achieve this, a water-retaining compound is incorporated into all our seasonal floral display containers, and an application of well-rotted farmyard manure is incorporated into flowerbeds each year.

- Training all staff who use or come into contact with chemicals such as pesticides, fungicides and herbicides as appropriate and in accordance with current legislation and best value practices.

- We have replaced the majority of our seat s with the new ones being made from recycled materials.



Seats made from recycled materials placed on Hoe

- Liaising with local community groups and organisations to explore the opportunities increase the use of the bowling pavilion outside the bowling season, for organised activities

- Continuing to development a Friends Group, or forum of existing organisations, to inform and support the protection, development and continuing management of the Hoe Park

- Working with local schools and educational establishments to expand the use of the park as an outdoor classroom and increase public awareness of the park and environmental issues relating to it.

- Planting sessions – involving direct participation by groups or individuals to plant trees, shrubs and/or bulbs as appropriate

36.0 Facilities

The City is acutely aware of the need to find the balance between providing facilities for leisure and respecting the setting of the Hoe as the civic memorial site. Hence, change has been slow and need to take a holistic approach to regeneration, indeed the main approach and Promenade has evolved little since it's creation as a park for 'walking and taking the air' in the late 19th century. However, this does not preclude the park from sensitive development and provision. Building within the park will be resisted on all levels, but as identified above, changes in attitudes and aspirations for the park have enabled sensitive progression –

- The provision of parking for blue badge holders

- The refurbishment of the Park Lodge into a café has proved immensely popular

- The sensitive refurbishment of the public toilets facilities to include baby changing and disabled facilities

- The creation of the sensory garden for sheltered and quiet contemplation being the most significant change in recent years

37.0 External Signage

When coming to the City by vehicle, external signage exists in the form of directional information to 'The Hoe and Seafront' on all main approach routes coming from the A38. An extensive network of finger post signs and public art features provide information to pedestrians arriving from the railway station, coach station and alighting from vehicles in the City centre.

The Hoe Park information leaflet (in English, French and Spanish) contains information on the location of the Park and the facilities it has to offer. The leaflet is available from the Hoe Café and the security attendant. Copies have also been provided to local guesthouses and hotels.

The park benefits from good directional signage and access, with safe zebra crossings from the City Centre. The entrances are wide and level at the main approach routes from the City Centre, and the park immediately provides a quality experience to the visitor. It has a high level of maintenance and unhindered views into the park.



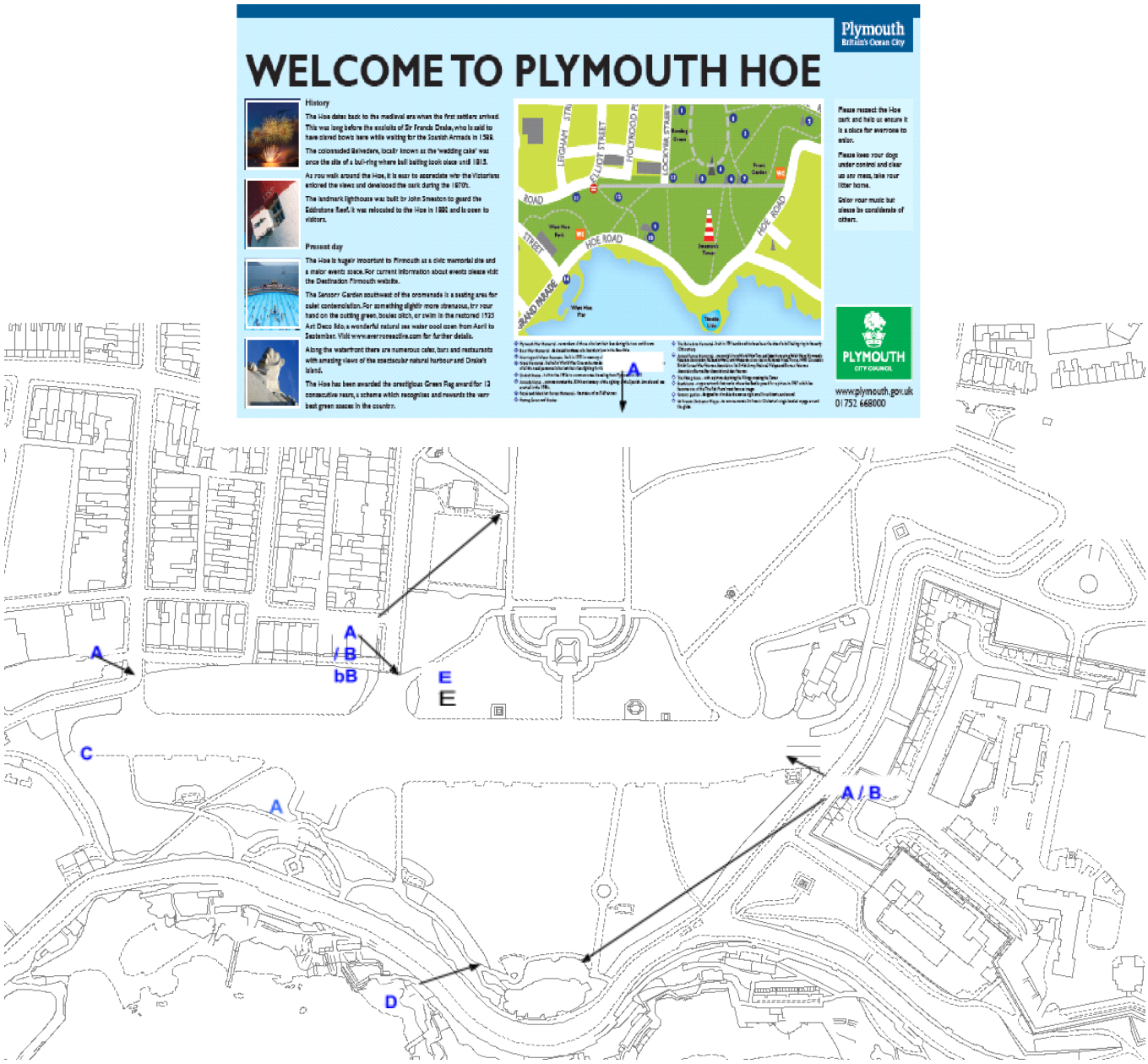


Examples of external signage

38.0 Signage within the Park

Signage within the Park has been developed to provide a comprehensive information service. Our aim was to create a network of information within the park – general public information about the area and events alongside the site specifics of the park, supported and complimented by interpretational information of specific features and its surroundings.

39.0 New Signage / Information Boards



Key to Signage within the Hoe Park

- **A** 5 Welcome to The Hoe site specific signs
- **B** 2 Public Information Signs
- **C** 1 Naval Shipping Movement Information Sign
- **D** 1 Conservation Information Panel
- **E** 1 Interpretation Board

40.0 Provision for Signage within the Park

The next phase of improvements will see new interpretation information panels within the park to inform visitors about the history of major features, including The Belvedere Memorial, the Viking Stone and about the development of the park itself.

Parallel to this, we are investigating options for the provision of interpretation on the views from the Hoe. This information will be located on the top of the Belvedere Memorial.



View from the top of Smeatons Tower towards Drake Island

41.0 Pedestrian Access

There are 17 public entrances to the Hoe Park. The entrances located on the upper park boundaries are level and provide easy access for all abilities.

42.0 Vehicular Access

Vehicular access is possible at three entrances. The main entrance leads off of Citadel Road (3) and is open on a daily basis for blue badge holders. Service vehicles to the Lodge Café and works depot use this entrance. Importantly, this entrance is staffed throughout the day light hours to supervise vehicular access and provide customer assistance. Following customer feedback in recent years, the City has created a designated car parking area at this eastern end of the Promenade where blue badge holders can park for up to two hours at a time. This complies with the Disability Discrimination Act 1995.

During some events it is necessary to move the disabled parking to the west end of the Hoe Promenade and access is gained via the Elliot Street Entrance.

The wide entrances leading off of Eliot Street (1) and Osborne Place (2) have removable locking posts, which allow vehicular access when required for organised events. This minimises disruption to and conflict with the main pedestrian area at the eastern end of the Promenade.

There is a set speed limit of 5 mph for all vehicles whilst on the Promenade. Cars with disabled occupants are permitted to the designated parking bays only to minimise disruption to other parks users. All working vehicles must display their hazard lights and/or roof top mounted lights when within the park boundaries.

The park is well served by public transport, with various stop-off points around the park boundaries. Information regarding the scheduled bus service is contained within the Hoe Park information leaflet.

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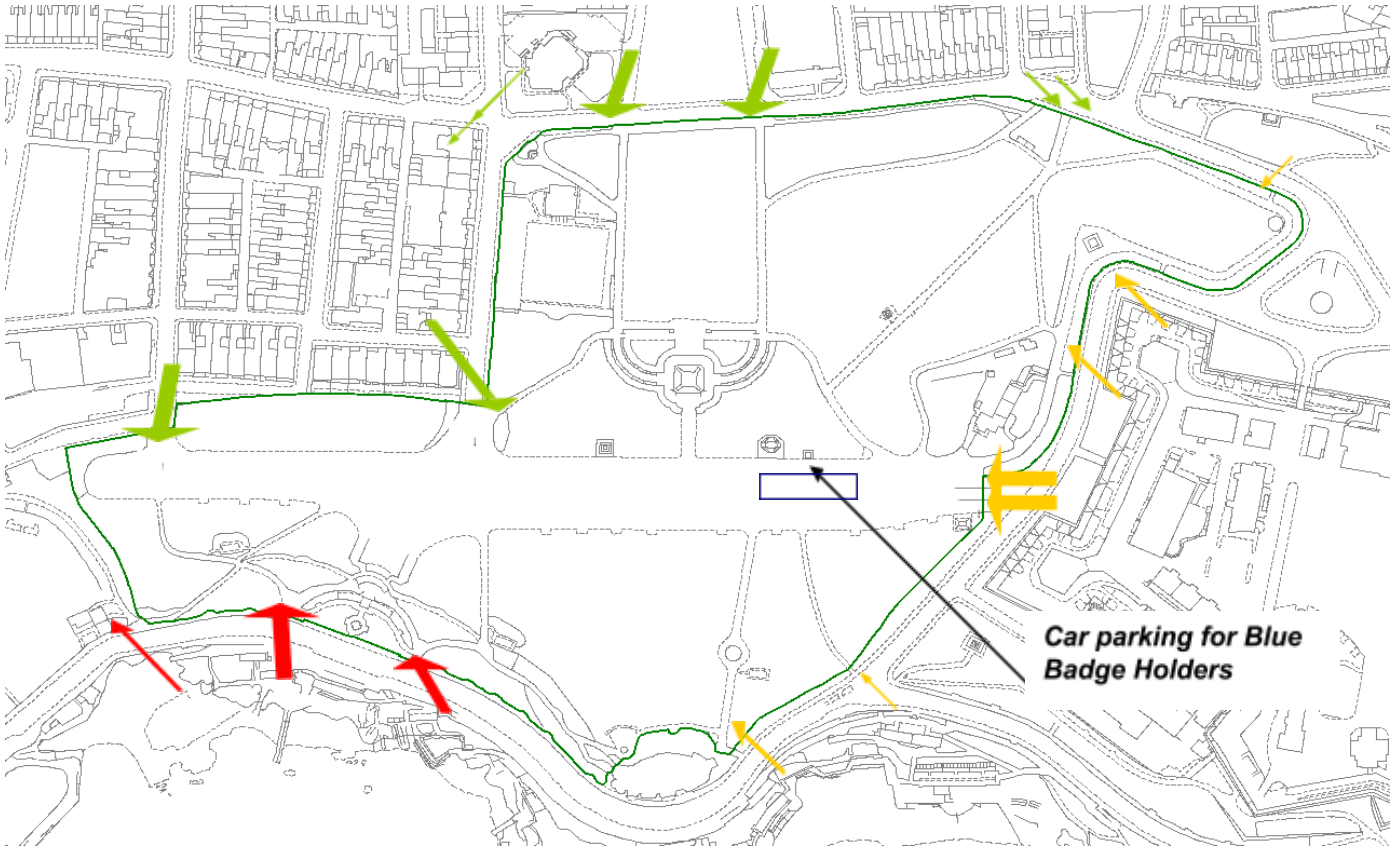
Millennium Milepost



Sustrans Cycle paths through the Hoe



The Hoe Park forms part of Sustrans (Safe travel to work / schools) national cycle network. Cycle racks are provided on the Hoe at entrances Lockyer Street (2) and Hoe Road (3).



Key to Accessibility of the Hoe Park

Easy Access for Pedestrians Some steps/Short Incline Difficult Access

43.0 Community Events and Festivals

The Park has strong local connections with the wider communities that make up Plymouth's population; this diversity is encouraged in the wide variety of celebration events and festivals that take place on the Hoe each year.

Good stewardship that insures the space is not over used, by either the public or commercial ventures, is of paramount importance to ensuring the long-term sustainability and enjoyment of the Park. This ethos is an integral part of the management process that oversees the planning and organising of all of the events taking place each year. Street Services, Environmental Services and Leisure Services jointly support and encourage a wide range of community groups, charitable events and interest group in running events each year, by adopting this philosophy we can ensure that diversity is retained. At the same time acknowledging the significance of this space to the wider community and encouraging their sense of identity.

To ensure the successful use of the space throughout year, a high level of seamless support is offered to groups staging events on the Hoe. A flavour of the type of events that have taken place during the last twelve months are; Girl Guide Thinking Day, Race for Life, BBC Radio Devon Car Rally, half marathons, Remembrance Services, MTV Crashes, Mega Ride, Bike Night, Plymouth Cub Scout Field Gun Tournament, British Fireworks Championships, Easter Fair and the Plymouth University Graduation ceremonies. Details can be found at https://www.visitplymouth.co.uk/whats-on/events.



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INCLUDEPICTURE "http://tbn0.google.com/images?q=tbn:CO8E7FaqjKzXBM:http://www.alexander-gallery.co.uk/artists/works_art/Joggers%2520on%2520the%2520Hoe.jpg" * MERGEFORMATINET

44.0 Educational Provision

A number of high profile activities are undertaken within the park to promote both the historical and environmental importance of the site as part of our educational programme. This work looks at encouraging good citizenship in the wider context of both the local wildlife and in promoting respect for the many civic memorials on site. Local schools undertake guided walks; the content of these walks is linked into the National teaching curriculum, and children activities presented in the form of interactive quiz sheets, games and trails. Quiz sheets include a feedback section, enabling consultation with local children to take place as part of the event and information gathered is used as part of our wider consultation work within the park.

A number of bulb and tree planting events run throughout the year to raise children's and Adult's awareness of the natural environment and further develop community involvement within the Park itself.

45.0 'Inclusively for all' – Addressing DDA Requirements

The park is widely used by a variety of people with disabilities or special needs. The city is looking to ensure that everyone can use the site effectively and are able to enjoy and access the site accordingly. Consultation with the city's access officers and the local disabled forum and the Sensory Trust is ongoing to ensure that management and planned improvements are undertaken in accordance with access to all guidelines as set out in the 'BT Countryside for all – standards and guidelines, good practice guide'.

46.0 Our Aims for a Marketing Strategy

The City is very aware of how positive marketing can work directly to maximise the use of a park, and how this use will in itself act as a catalyst for a sense of well-being and security for park users. The City is also aware of how inappropriate management of organised activities and events can lead to conflict between different user groups.

The marketing and promotion of the Hoe Park seeks to:

- Provide and regularly review/maintain clear and precise directional details for the park on road and finger signs throughout the City
- Maintain and regularly review entrances, street furnishings and accessibility to the Hoe Park
- Continue the development of the Parks Information Leaflet series, detailing a summary of the main features and activities within each of the City's' Parks, an historical round-up for the park and identifying the various ways of getting to the park
- Promote the City wide Heritage trail initiative
- Continue the establishment of the park and it's features as an educational resource through initiatives such as the Hoe Quiz Sheet and programme of Guided Walks
- Provide clear and precise signage and notice boards within the park
- Provide up-to-date and accurate interpretational information about the history of the park and it's immediate environs using signage and leaflets
- Provide clear and easy to understand interpretational information on the wildlife and natural environment of the park and it's immediate environs using signage and leaflets
- Provide up-to-date information on organised events and activities within the park on notice boards
- Provide supporting information and the assistance of site-based staff to external organisations during and after events
- Assist the dissemination of tourism and events information via

47.0 Synopsis of Our Marketing Aims

The City aims to provide a park that is readily available to all without discrimination, create and establish opportunities which encourage all sectors of the community to participate in all aspects of park life – maximising use of its recreational, social and educational opportunities.

The Strategy provides the opportunity to identify and strengthen links with existing tourism, environmental and business sector initiatives and organisations, such as English Heritage, Natural England, the Local Chamber of Commerce, media networks and the Plymouth Marketing Bureau. These established links and the feedback from the periodic reviews undertaken by the City enable potential and future opportunities to be identified considered and incorporated Park led initiatives.

The Mayflower and Events teams within PCC have been promoting a series of large and small scale events aimed at drawing people to Plymouth as part of the 2020 Mayflower celebrations.

48.0 Further Information available on Request

- Tree Survey Hoe Leaflets
- Hoe Quiz Sheets
- Health and Safety Manual (Includes Codes of Practice and Risk Assessments)
- Byelaws
- Trade Leases
- Job Descriptions for Staff
- Structure Surveys for Drake's Statue and Armada Memorial
- The Hoe Action Plan (Local Development Frame Work)

Use the Plymouth City Council Web Site at www.plymouth.gov.uk to find out more about Plymouth

49.0 Green Space Survey

Continued on the following pages

Assessment undertaken by:	**Brian Webber**
Date of assessment:	**26th January 2009**
Assessment start time:	**9.00**
Assessment finish time:	**10.30**
Weather conditions	**Overcast**
Site Name:	**Hoe Park**
Ward	**St Peters and the Waterfront**
Total area in ha.	**10**
Photo reference	

Multi-functional nature of site

Horticultural Features	☑	Allotment	☐
Amenity Green Space	☑	Cemetery	☐
Natural & Semi-Natural Greenspace	☑	Local Nature Reserve	☐
Playing Fields	☐	Other Use(s): *(Please List)*	
Formal Children / Teenager Play Space	☐		
Formal Park or Garden	☑		

Technical Survey Assessment

Summary of Facilities	Tick if facility is present
Artificial Sports Pitch	☐
Bowling Green	☑
Car Parking	☐
CCTV / Other Security	☐
Changing Facilities / Pavilion	☑
Defined Park Boundary	☑
Dog Bins	☑
Footpath	☑
Formal / Memorial beds / Floral displays	☑
Reasonable access to park areas for disabled persons	☑
Hard surface for play / Kick about area / Kicking wall	☐
Litter Bins	☑
Sports Pitch(es)	☐
Putting Greens	☑
Seating	☑
Signage	☑
Site based staff (Rangers / Wardens, maintenance staff, games attendants, offices)	☑
Tennis / Netball Courts	☐
Toilets	☑
Visitor and/or Information Centre	☐
War Memorials / Statues / Sculptures / Follies	☑
Water Features / Fountains	☑
Woodland Walk	☐
Additional facilities	
On site supervision	☑ Yes ☐ No
Access **Does the open space adjoin other open spaces or is it linked via a footpath, cycleway to other open spaces?**	☑ Yes ☐ No
Access Is there a bus stop near the open space?	☑ Yes ☐ No

Specific Assessment

Site Name: Hoe Park

Existing (On Site) Score

1: Very Poor, 2: Poor, 3: Reasonable, 4: Good, 5: Excellent, 0: Not Applicable

Potential (For Improvement)

1: Very Poor, 2: Poor, 3: Reasonable, 4: Good, 5: Excellent, 0: Not Applicable

Type of site (A-L)	Existing	Potential	Gap
NATURAL AND SEMI-NATURAL GREENSPACE		50	
Arboriculture (Trees) Mix of tree species	30	40	10
Arboriculture (Trees) Management and maintenance	50	50	0
Silviculture (Woodlands) Management of woodland edges	0	0	0
Silviculture (Woodlands) Management of woodland compartment	0	0	0
Grassland Management of amenity grassland	50	50	0
Grassland Management of wildflower meadows / unimproved grassland	50	50	0
Water Features Management of ponds for biodiversity	0	0	0
Water Features Management of lakes	0	0	0
Water Features Management of streams or rivers	0	0	0
Water Features Management of wetland areas	0	0	0
Sub total	***180***	***190***	***10***
% score	***94.7%***		***5.3%***
OUTDOOR SPORTS FACILITIES		30	
Sports pitches Quality of provision of sports pitches	30	30	0
Sports pitches Management and maintenance of sports pitches	30	30	0
Sports building Appropriate provision of sports buildings	30	30	0
Sports building Management and maintenance of sports buildings	30	30	0
Sub total	***120***	***120***	***0***
% score	***100.0%***		***0.0%***
HORTICULTURE		20	
Horticulture Layout and Quantity	10	20	10
Horticulture Plant selection	15	20	5
Horticulture Condition	15	20	5
Horticulture Maintenance	20	20	0
Sub total	***60***	***80***	***20***
% score	***75.0%***		***25.0%***
TOTAL SCORES		***155***	
Total actual scores	***360***	***390***	***30***
Total % scores	***92.3%***		***7.7%***

Condition – litter bins Location and repair of litter bins	5	5	0
Condition – paths Maintenance of footpath surfaces	5	5	0
Condition – seating Location and repair of seating	5	5	0
Condition – external boundaries Maintenance and definition of boundaries	0	0	0