

APPENDIX 2

London Borough of Barking and Dagenham
Parsloes Park | March 2016

People's Park Alive: Masterplan report



ARUP

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Parsloes Park - People's Park Alive

Masterplan report | March 2016

The 1935 Vision for
the **People's Park** -
'An open space of trees and
grass...without railings...
for people to walk and
children to play upon'



Parsloes Park, 1938, by Henry James Taylor (Valence House Collection)

Above:

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People's Park Alive

1.0 Introduction

The importance of Parsloes Park for the communities of Barking and Dagenham has long been recognised. Over the years since the Park's most recent heyday as a **People's Park** in the 1930s, Parsloes Park has suffered from cuts to resourcing, although it is a park of real quality and potential.

There is growing recognition for the role that parks and green spaces can play in quality of life and creating attractive places to live. Although Parsloes Park makes an important contribution to the green and open space network of Barking and Dagenham and beyond, the open space is not reaching the audience that it should as a **Metropolitan Park**. The significant growth planned for the borough means that parks and green spaces should meet the needs of the existing community as well as addressing the pressures of an increasing population. Reviving Parsloes Park has the potential to address a number of the borough's challenges including improving health and wellbeing, inclusive access and recreation, active and sustainable travel, adapting to climate change, and conserving and enhancing its biodiversity and heritage. Importantly the regeneration of the park also has the potential to deliver upon the three key aspects

of the borough's strategic vision and priorities which are: Encouraging civic pride, enabling social responsibility and growing the borough. These are discussed further in section 6.

New funding opportunities present an opportunity to re-imagine and reinvigorate the Park in a financially sustainable way. Funding for a new youth zone, football facilities, a reinstated Gores Brook and interventions to reveal the heritage potential of the Park could make a significant contribution to bringing it back into community use and promoting a sense of ownership.

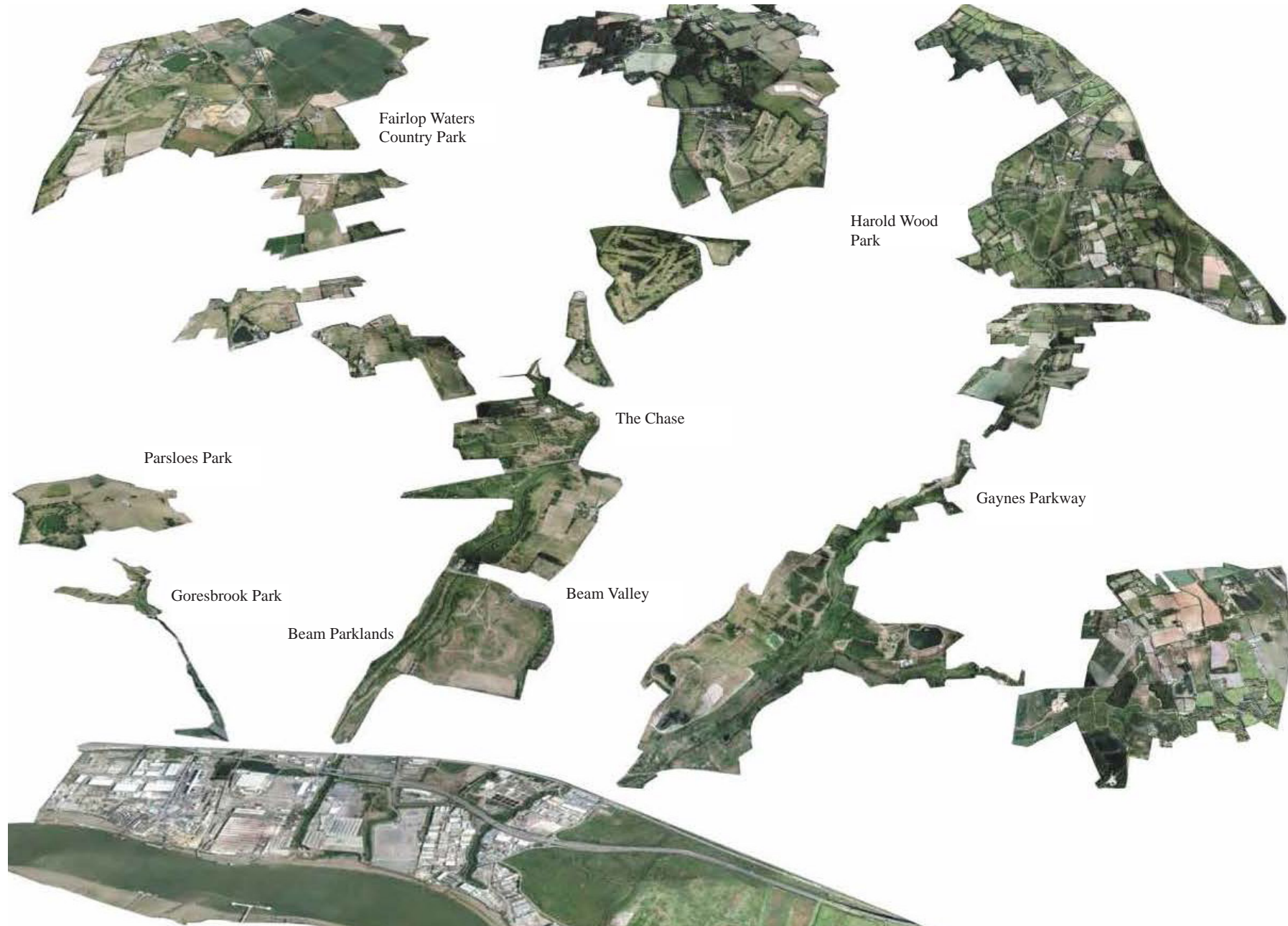
The masterplan and management plan commissioned by the London Borough of Barking and Dagenham takes stock of these opportunities so that proposals can be integrated and delivered in a coherent way to optimise the benefits to the Council and the community.

This Report sets out the context, characteristics and significance of Parsloes Park in the following sections:

- Parsloes Park in context
- From Passelewe's to People's Park
- Identity, community and memories
- Landscape, historic and natural character;
- Why now?
- Towards the masterplan
- Statement of significance
- Masterplan vision and concept
- Detail areas
- Proposals: Risks, issues and opportunities: Assessment of potential impacts
- Delivery Plan
- Management Strategy
- Appendices

Left Parsloes Park, c.1867, from the Gores Brook (Valence Collection)

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Fairlop Waters
Country Park

Harold Wood
Park

The Chase

Parsloes Park

Gaynes Parkway

Goresbrook Park

Beam Valley

Beam Parklands

2.0

Parsloes in context

Parsloes Park is a 59 hectare Metropolitan Park at the centre of the borough of Barking and Dagenham, to the north of Becontree and Dagenham Heathway neighbourhood centres.

Parsloes Park plays an important role in a network of public open space for the borough and East London; the Park forms part of the All London Green Grid. It is one of 25 parks and green spaces in the borough and one of three Metropolitan Open Land designations, together with Barking Park and Mayesbrook Park to the west, with relationships with Goresbrook Park and Beam Parklands to the east, Eastbrook Country Park, the Green Belt to the east and Valence Park to the north.

Parsloes Park is the largest of the formal parks created during the 1930s as public amenity space for the London County Council's inter-war housing developments in and around Dagenham. The Park formed the green lung of the Becontree Estate which today provides half of the borough's council housing stock and characterises the post 1900 residential terraces that surround and give onto the Park.

The park was laid out on the greater part of the former historic Fanshawe family estate of Parsloes (medieval and later), which was gradually broken up from 1900-17, with the great house demolished in 1925. As such, Parsloes Park and other surviving greenspaces such as Valence Park represent the surviving 'fragments' of an ancient network of parklands and landed estates once held by the Fanshawes in the area.

The Park is served by two tube stations at Becontree and Dagenham Heathway as well as bus routes along Gale Street and Parsloes Avenue to the west. The Park is bordered by quieter residential roads to the south, east and north. The Sydney Russell Secondary School and Porters Avenue Health Centre are located to the north of the Park and there are a range of other facilities in the surrounding area including Parsloes, Southwood, Valence and Roding primary schools, the Adult college of Barking and Dagenham, the Sydney Russell Leisure Centre, Fanshawe Hall Community Centre and Markyate, Dagenham and Fanshawe Libraries.

More information on the landscape, natural and historic character of the site is set out in the following sections of this report.

Left: Parsloes Park in its green infrastructure context (All London Green Grid)



The London Borough of Barking and Dagenham is the **9th most deprived** London borough, with **35%** local authority/shared ownership housing, and the **lowest average London house prices** (£288,809 in November 2015) . The borough has the **lowest life expectancy in London** at 77.6 years for men and 82 years for women.

The borough has **34%** green space coverage, with **492.4 hectares of public open space**. Parsloes Park represents almost **12%** of the total public open space of the borough.

186,000 people live in the borough, of these around **45%** participate in 30 minutes or more of exercise per week. **7% are unemployed**, **28%** of 16+ year olds have no qualifications.

81% have English as their main language, **50%** are white British, **56%** are Christian.

Just 42% of people are satisfied with their parks and open spaces.

(Sources: London Borough of Barking and Dagenham *Adopted Core Strategy 2010*; Greater London Authority 2013, *Better Environment, Better Health - A GLA Guide for London's Boroughs - Barking and Dagenham*; 2011 census returns)

Left 'The Colour of Time' at the One Borough Community Day in Parsloes Park in July 2015

© Copyright Anita Adeshina

c.1250: 13 acres of land in Dagenham is conveyed to Hugh Passelewe

c.1570: Manor is sold to Sir Edward Osborne, who builds a large house in the closing years of the 16th century

1644: Parsloes is temporarily sequestrated due to the Fanshawe family's support of the Royalists in the Civil War

1844: Parsloes is a substantial landed estate of 270 acres, although the increasing debts of the Fanshawes would soon spell the end for the estate

1903: Evelyn John Fanshawe inherits Parsloes. The house is now derelict

1921-3: The whole estate is acquired by London County Council to build the Becontree Estate with 107 acres of Parsloes retained as a 'People's Park'

1330: Now extending to 277 acres, the estate is settled upon Simon de Merk, and passing to the Barnardistons, who own it through the 15th century

1619: Parsloes is sold to William Fanshawe, who is said to have extended the house by 1634

1814: Revd John Fanshawe remodels the mansion house in 'Gothick' style

1858: The Fanshawes cease to live at Parsloes and the estate is let to a succession of tenants, notably the Denman family, descendants of Lord Chief Justice Thomas Denman, a prominent anti-slavery campaigner

1913: The first tranche of the estate is sold off to Essex County Council, with William Buckley buying more land including the house in 1917

1925: Parsloes House is demolished. The People's Park is laid out, completed in 1935. Despite later 20th century decline many of the features of the People's Park survive to this day



Above: John Fanshawe, who inherited Parsloes in 1803

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Above: Thomas, Lord Denman, Lord Chief Justice

3.0

From Passelewes to People's Park - A chronology

A summary chronology of the park, outlining its main stages and periods of evolution, is set out opposite and below (drawing from the Victoria County History¹ and the entry on the London Parks and Gardens register):

c.1250: Gervase le Halleward and his wife Maud convey 13 acres of land in Dagenham to Hugh Passelewe, from which the manor takes its name (later adapted to Parsloes) - a manorial name referencing mede or meadow. Cf Passelewe from the old French 'to cross the water', relating to merchants/travellers.

1330 An estate of 277 acres in Barking, Ilford and Dagenham was settled upon Simon de Merk and his wife Margery. The estate subsequently passes to the Barnadiston family by marriage.

1402-3: Parsloes is held by Roger de Barnadiston.

1561: The manor is sold by John Barnadiston to Sir Martin Bowes, a City MP and former Lord Mayor of London.

1568: Parsloes is sold by Sir Martin's son Martin to Sir Rowland Hayward (Lord Mayor of London in 1570) and Thomas Wilbraham.

After 1570: The manor is acquired by Sir Edward Osborne (d.1591), a London merchant, politician and later Lord Mayor (1583). The manor house was reconstructed in the 16th century – a rectangular building of two storeys with a central hall.

1619: Parsloes is sold to William Fanshawe (d.1634). Fanshawe is said to have added a new north wing to the house.

1644: Due to the Fanshawe family's support of the Royalist cause in the Civil War, the estate is sequestered. Sir Hugh Kingsmill, father in law of John Fanshawe, William's son, applies for a lease of the estate, of which part had been sold by Fanshawe and his mother prior to the sequestration. The claim is granted in 1645.

1700s: The house is further remodelled (as shown in a painting of 1800).

1814: Reverend John Fanshawe adds a new south wing and has the whole house encased in new brick, the whole being improved in the then fashionable 'gothick' style with gothic sash windows and castellated details and battlements. It is now a substantial dwelling of 24 rooms with the oak library floor brought from Eastbury Manor House, Barking.

1844: Parsloes is recorded as a substantial landed estate of 270 acres, although it would soon become heavily mortgaged, due to the increasing debts of the Fanshawe family.

1858: The Fanshawe family cease to live at Parsloes following the death of Reverend Thomas Fanshawe and the estate is let to a succession of tenants, notably including the Denman family, descendants of Lord Denman, Lord Chief Justice and a figure within the slavery abolition movement.

¹<http://www.victoriacountyhistory.ac.uk/counties/essex>

1901: Part of the park, including some of the pleasure grounds near the house, is leased to the National Trotting Horse Breeders Association, who lay out an American style pony trotting ground in the central part of the park, a use which continues until 1923.

1903: Evelyn John Fanshawe inherits Parsloes. By this time Parsloes House is derelict.

1913: The Fanshawe family sell the first tranche of the estate to Essex County Council.

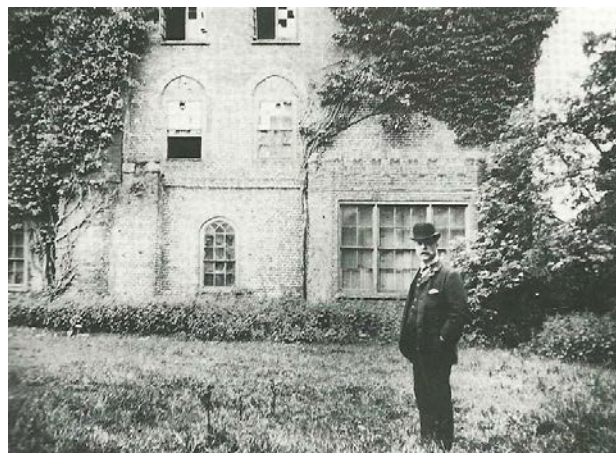
1917: The remainder of the site, including the house, is sold to William Buckley.

1921-23: The whole estate is acquired by the London County Council, earmarked for the Becontree Housing Estate, with 107 acres to be retained as a 'Peoples' Park', as centrepiece of the estate.

1925: Parsloes House is demolished. Some of its bricks are used to build two small houses in Stevens Road. The grand approach to the house and associated lime/sweet chestnut avenue are woven into the design for the Peoples' Park and survive to this day, albeit increasingly fragmented. Nearby parkland clumps of elms, contemporary with the avenue and the 18th-19th century landscape park of the former house survived until the 1960s.

1925-1935: The Peoples' Park is laid out, with the 'northern end to consist of playing fields, and in the south west large public gardens, the remainder to be levelled as an open space of trees and grass without railings partly for football, cricket and tennis but mostly free for people to walk and children to play upon'. Aspects of the Peoples' Park included an ornamental lake with flamingos, a rose garden and shrubbery with formal paths, pavilions, paddling pools and bowling green. Most of these features survive to some degree to this day.

1980: Ownership of the park is vested in the London Borough of Barking and Dagenham.



Above: Parsloes Manor in a state of dereliction in the early 20th century



Left: Parsloes in 1875, showing John Fanshawe's house which appears to have incorporated a much earlier avenue approach from the west. Note also the pleasure grounds and orchards in the vicinity of the mansion.

© Landmark Information Group



Left: Parsloes in 1901, showing the American style pony trotting track laid out in the central part of the park.

© Landmark Information Group

Right: 1898 Ordnance Survey mapping of Parsloes overlaid upon modern aerial photograph

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‘Sandwiched between the District line and Ivyhouse Road was where I lived in a small 2 bedroom council house built for £200 quid...across the road was the Parsloes Park. It was the **best thing a young boy could wish for** - Apart from the swings and the paddling pool they had Punch and Judy magic shows, mobile film vans, pantomimes, mobile zoos..., then there was bird egging, tadpoles down the drains, tree climbing, football...**In the summer we lived in the park**. I remember the pink flamingos that had their wings clipped so they could not fly away, I also remember them turning white and vanishing overnight. The flower beds around the lake were beautiful looking, although at the time I didn’t care I just wanted a flamingo egg for my up and coming bird egg collection - ignorance was bliss’.

A local resident remembers Parsloes in its People’s Park heyday

4.0

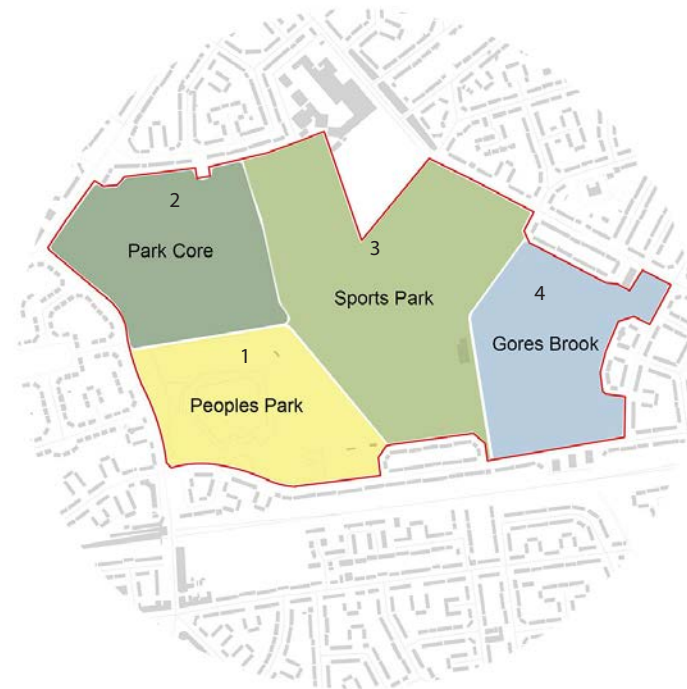
Identity, community and memory

Parsloes Park was once one of the most popular Parks in Barking and Dagenham. Fond memories have been voiced in the community about its popular play offer and one o'clock club, formal gardens, horticulture and lake and family events in the Park.

For a time the London County Council and later the Greater London Council were responsible for the management of the Park until it was dissolved in the 1980s and responsibility fell to the London Borough of Barking and Dagenham. Since then, like many London and UK Parks, Parsloes Park has suffered from the challenges of on-going resourcing cuts to capital works, maintenance and management. Although the Park is well kept, its facilities and spaces have gradually fallen into a dilapidated state and the Park is not as it used to be. Barking and Dagenham was one of the first boroughs to produce a parks strategy in 2003 (London Borough of Barking and Dagenham, May 2003, *Parks and Green Spaces Strategy*) and there is a positive legacy and strong green space network to build upon.



Above: The Cherry Tree Avenue at some time prior to 1987 © London Borough of Barking and Dagenham



Above: Existing landscape elements, landscape character areas

(Ordnance Survey base mapping: Crown copyright and database right, 2015)

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Landscape, historic and natural character

This section sets out the landscape characterisation of Parsloes Park which has been defined to understand current character and assets, as well as condition and management issues, plus aspects of significance in relation to the park's design and heritage.

The present day Parsloes Park is a greenspace of significant scale formed from the surviving remnants and the greater part of the old Parsloes Manor Estate which was extant from the 13th century to the 1920s, plus outlying remnant farmland which may have related to the parkland core and now lost manor house. Much of the park is overlaid with features associated with the development of the Peoples' Park, laid out from 1925-35 as centrepiece of the 1930s Becontree Housing Estate, which now surrounds the site.

As such, the setting of the park has changed entirely as it is now completely surrounded by built development, with the southern part of the Gores Brook tributary to the south and the Beam Parklands toward the Thames Foreshore now forming the only other substantial areas of greenspace in this locality.

The site comprises a formal landscape of boating lake, pavilions and rose gardens/shrubberies linked by an intertwined network of paths in the south west, the remnants of an ancient lime and sweet chestnut avenue which once formed the grand approach to the destroyed manor house and which is now interplanted with the remains of an ornamental Cherry avenue of the Peoples' Park era (the latter being much damaged in the storms of 1987).

Immediately north is a 'wilderness' area of long grassland and heath, known as 'The Squatts' Local Nature Reserve (LNR), and to the east an extensive, flat open area of ground given over to football pitches, served by a long low, 1970s changing room block and pavilion, which appears highly prominent in this open, exposed landscape. The easternmost parts of the site were once marked by the Gores Brook, a tributary of the River Roding, although this was culverted in the earlier 20th century. Save for the odd shallow depression and occasional mature riverbank poplar and willow, plus seasonally wet and boggy ground, the brook is invisible today.

For the purposes of the masterplan the site has been classified into a series of historic landscape character areas (described overleaf), in which the salient characteristics and qualities of the landscape are described, with condition and management issues noted. The significance of each area, whether in the context of design, heritage or recreational/amenity value, is also noted.

Area 1: People's Park and the Lake

Description, condition and management issues

Covering the south western quadrant of the site including a large and deep ornamental lake (LNR) which was the legacy of past gravel extraction during the course of the construction of the Becontree Estate. The lake is on the site of a much earlier pit (which included palaeolithic archaeology) and is approached via a formal path and the remains of an arts and crafts style geometric rose garden to the south west. A sinuous path layout encircles the lake which is now heavily planted and overgrown in places, obscures the view towards the ornamental 1930s pavilion and shelter on the opposite side of the water, near the site of the former Home Farm of Parsloes Manor.

This pavilion is surrounded by mature shrubberies (*Rhododendron ponticum*) and is associated with a now disused bowling green immediately north. A diverse range of mature tree species defines the ornamental grounds surrounding the lake. East of the lake is a relatively recent play area (2006), catering for older children. Nearby is the site of a former drinking fountain which appears to date from the Peoples' Park era, plus a former paddling pool now used as a small skate park with the paddling pool structure intact. This is faced by another characteristic 1930s rusticated pavilion, which appears to have been the mirror image of the one by the bowling green. Behind lies a large and rather stark play area, with a disused park depot immediately north, surrounded by security fencing.

The wider area is surrounded by spiked railings, with much of the character area sub divided by a proliferation of fencing types. This includes a distinctive design of low bow top fences which surrounds the former paddling pool (allied to dense mixed shrub planting), the lake area and the lawns and Rhododendron beds near the bowling green and pavilion.

Significance

This area is significant as the largely intact and greater surviving part of the People's Park of 1935. It has a strong and distinctive character which could be enhanced through view management and restoration, to reveal vistas across the lake and to the 1930s pavilion, to draw people into the Park. The Arts and Crafts style landscape layout is notable and could provide a framework for more flexible, sustainable landscape planting and management set within a formal framework - a contemporary celebration of the People's Park's past horticultural excellence.



Above: Surviving elements of the People's Park and lake including one of the pavilions



Above: The flamingos which once inhabited the People's Park Lake are commemorated in this mural by Tom Berry opposite the Gale Street Entrance

Area 2: Park Core

Description, condition and management issues

This area includes the remnant east-west avenue which formerly marked the grand approach to the manor house, which occupied the full width of the avenue and stood at its eastern end, immediately west of the present disused tennis courts. The avenue appears to have been a double avenue of lime and sweet chestnut of strong formal design, terminated by a now lost lodge house to the western boundary with Gale Street. A number of over mature/veteran tree specimens survive, although the carriage drive itself has been re-routed south as part of the Peoples' Park path network. Traces of both the manor and the lodge house can be faintly discerned in the ornamental lawn. The avenue was infill planted with much smaller ornamental trees including flowering and double cherry during the Peoples' Park era, although many of these were lost in the storms of 1987, giving the avenue a truncated, disjointed appearance.

Immediately north of the avenue at the western entrance is a shallow depression which marks the site of a former pond visible on the 1871 and 1895 Ordnance Survey. Immediately east and forming the western edge of the expansive, open and historic heathland and grasslands now known as The Squatts LNR, later the site of Ministry of Defence (MOD) activity in the Second World War, can be faintly discerned the old course of Gale Street. This road is also visible on the old OS mapping and was re-aligned to form the western boundary of the Peoples' Park on the breakup of the old estate.

The scrubby hedgerow forming the southern boundary of The Squatts appears to be a historic feature, having been visible on the old OS mapping and includes a number of old, multi stemmed coppiced sycamore.

A combination of railings and small ornamental trees defines the boundary with the busy Gale Street, although most of the park gates are either missing or permanently open. To the north, the boundaries with adjoining residential gardens are defined by mature fencing although palisade fencing also features, which, along with some incidental 'cut through' type entrances from the housing estate, contribute to an unwelcoming appearance. Parts of this area are again defined by a proliferation of discontinuous fencing and bollards, including a line that separates The Squatts from the remains of the formal avenue.

Significance

This area is significant as the surviving fragment of the 18th-19th century landscape park and the approach to the lost mansion, overlaid upon a much older planned and designed estate landscape. The surviving veteran limes and sweet chestnuts clearly mark out the extents of the former avenue, and could be made more legible by appropriate new parkland planting to reinforce these elements for future generations. The Squatts LNR is locally significant for its biodiversity interest, and has considerable enhancement potential. Its local historic associations with the MOD and World War II air raids also add to its value.



Above and above left: The remnant east west avenue and The Squatts Local Nature Reserve

Left : The Squatts Local Nature Reserve





Area 3: Sports Park

Description, condition and management issues

This forms the large central part of the park, given over to senior and junior football pitches (16No total), with a long, low central changing room and shower/toilet block occupying a prominent position in the centre of the park, with a similarly large tarmac surfaced car park (85 spaces plus 6 blue badge holder spaces), plus informal overflow parking within the low timber bollards alongside the long, wide access road serving the same from the northern site boundary. The football pitches host three Sunday football leagues and parking need is greatest at this peak time.

Immediately north west is the palisade fenced boundary of the Sydney Russell Secondary School and playing fields. To the north and south, single block depth cul-de-sacs jut into the park edges, where street parking is an issue for residents and commuters, with boundaries defined by low timber bollards set in to the park to the north and by a mismatched range of trip rails and knee rails of various periods to the south.

The central pavilion/changing block is in a poor state of repair and is subject to anti social activity and vandalism (people accessing the roof to smash skylights, graffiti). It is also a building of low efficiency and functionality, and is poorly sited.

Left: The mural on the roof of the central sports pavilion and changing block

Significance

This area is significant as the dominant use of the central part of the People's Park and is a key part of the 1935 layout. It bears little relationship to other landscape layers, although it incorporates relics of the pre-20th century agricultural field pattern which once characterised this part of the site.



Above left: Football pitches

Above right: Football parking

Left: Access road to car parking

Area 4: Gores Brook

Description, condition and management issues

The eastern part of the site is formed by the course of the Gores Brook tributary of the River Roding which is now culverted. Only a shallow depression along its alignment and one on the site of the old estate pond and sluice now mark its presence, although loose groupings of very mature willow and poplar trees hint at former river bank vegetation. Much of this area is otherwise defined by intensively managed grassland associated with sports pitches, and which is poorly drained in places. Review of Environment Agency mapped data shows that the area falls within an area at risk of surface water flooding and ground water flooding.

Boundaries to this part of the site are largely 'open' – low bollards and knee rails. Pitch markings partly extend over the course of the brook.

Significance

This area is significant in terms of its remnant historic landscape pattern and legacy - the course of the Gores Brook can still be traced as can remnant structural landscape features associated with it. Much of this character area's significance is more associated with its opportunity in terms of multi-functional green infrastructure and water storage and in creating a new aesthetic and visual focus for the site through restoration and de-culverting of the Gores Brook.



Above: Mature poplars and willows which mark the eastern bank of the old Gores Brook in the south eastern corner of the site

6.0

Why now?

Barking and Dagenham has been identified as a priority area for new homes and jobs to allow London to grow.

Land availability, good location and green space network are strengths of the borough making it well suited to housing delivery. Significant potential has been identified at London Riverside, which would see 25,000 new homes and 14,000 jobs created along the Thames, with key sites at Barking Riverside, which could accommodate 10,000 new homes. Barking Town Centre has also been identified as a Housing Zone, with potential for 2,295 homes and supporting facilities. Supported by potential new transport links including an extension of the Overground to Barking Riverside and a new High Speed 1 station at Beam Park, these interventions could see the borough's relatively stable population grow by 60,000 people by 2025.

The borough has objectives to create attractive and sustainable places to live. At this important point of change, it is the ideal time to consider and address the needs of the existing population and the potential pressures of a new population to address low satisfaction for parks and green spaces, build community ownership and use of the Park and create places that promote a pride and sense of belonging, as well as spaces with greater resilience to change.

Key aspects of the borough's Strategic Vision and Priorities are also highly relevant:

Encouraging civic pride, specifically through protecting, promoting and investing in green spaces and reaching high aspirations for every child, plus encouraging the local community to take pride in their green spaces.

Enabling social responsibility, specifically through ensuring that children reach their potential. The educational and play value of green spaces such as Parsloes Park is key here.

Growing the borough. Investment in green space to create attractive environments is a key part of this.

Furthermore the site has been identified as a priority green space project in the All London Green Grid. Enhancements to sports provision on site have been identified in the latest edition of the borough's *Playing Pitch Strategy* (London Borough of Barking and Dagenham, 2015), specifically a football hub and cricket provision.



Above: An existing image from Parsloes Park where the old paddling pool used to be located.

7.0

Towards a masterplan

New funding opportunities have recently been identified that present the potential to improve Parsloes Park and distinguish its offer as a destination park in the borough.

These include:

Community sports hub – The borough’s recently adopted Playing Pitch Strategy sets the vision for a modern, sustainable and well-used community sports facility. A Football Foundation bid for £1m funding is being prepared and progressed. This presents an opportunity to deliver high quality pitches and facilities that reach and provide for a wider audience.

Youth Zone – The borough are in negotiations with OnSide, a charity that provides inspiring, safe and affordable places for young people to go. The proposals for approximately £3m investment in a youth zone facility would contribute to a greater range of facilities in the Park and expand user groups. The proposals are at an early pre-planning stage.

Heritage Lottery Funding – early discussions have identified interest in a ‘Parks for People’ bid to the Heritage Lottery Fund, possibly in 2016. This would potentially provide capital and revenue funding for

the Park’s heritage (as part of the Passelewe and Fanshawe family estates and the later People’s Park heritage) to be revealed and reinterpreted.

There is an opportunity to integrate all of these proposals to enhance the benefits to be secured from the scheme in a coordinated and sustainable way, to respond to, conserve, enhance and interpret the best of the park’s heritage and make the site’s history relevant to modern users. This masterplan approach will also enable a comprehensive consideration of the park in the context of future growth, pressures and demands, to ensure it is resilient, adapted and capable of being managed in sustainable ways. Many of these objectives are consistent with a conservation and landscape led approach and with the principles of sympathetic landscape management. The masterplan therefore occurs at a very timely point in the life of Parsloes Park.

The masterplan proposals set out in the following sections have been informed by engagement with a wide range of professional and community stakeholders, whose contribution is gratefully acknowledged.



- ① 3G/All weather pitches
- ② Multi-functional park hub
- ③ Informal play
- ④ Re-wilding The Squatts LNR
- ⑤ Restoration of People's Park
- ⑥ Flexible events space
- ⑦ Wetland
- ⑧ Proposed Youth Zone
- ⑨ New road access
- ⑩ Restored paddling pool

Above: Initial conceptual masterplan visions for the park
 (Ordnance Survey base mapping: Crown copyright and database right, 2015)

8.0

Statement of Significance

Through masterplan development, stakeholder and community engagement, the following qualities and aspects of Parsloes Park have been identified as significant in framing proposals for the park's restoration and regeneration. This statement of significance considers historic, evidential, aesthetic and community values.

Heritage, memory and local associations:

- "... In the summer we lived in the park." (A local resident)
- The importance of the site in terms of its architectural and design evolution - Parsloes House was at the forefront of design tastes and fashion for over 300 years in successive evolutions from Tudor to English Gothic and its surrounding landscape reflected this, evolving from functional Deer Park to picturesque landscape parkland.
- The associations with prominent local families such as the Fanshaws, with Parsloes having formed the centrepiece of their estates in the area, and latterly with the Denman family, descended from Thomas Denman, Lord Chief Justice and a prominent figure in the early 19th century Abolitionist movement.

- The bold vision for the People's Park in the 1920s and 1930s and the progressive approach advocated by the London County Council in securing much of the site as a vital green lung for the Becontree Housing Estate when the old landed estate of Parsloes had fallen into irrevocable decline.

- A key memory of members of the local community is the presence of the flamingos in the lake, today commemorated in the Tom Berry mural opposite the Gale Street entrance to the park. Other aspects of the site such as the One o'Clock Club, old paddling pool and play facilities, the lake and the tea pavilions/huts were noted as valued features of the People's Park.

- Other local associations include the lost Gores Brook which runs through the site, now culverted and existing only in memory.



Above: Parsloes Mansion, 1920s

8.0

Statement of Significance

Aesthetic and experiential quality:

- The site has provided inspiration for artists at numerous stages in its evolution, notably the picturesque painting from the Gores Brook of 1867 and a series of 'naïve' paintings of the then new People's Park by Henry James Taylor in 1938.

-In the People's Park era the formal flowerbed area at Gale Street and the rose gardens made a fitting entrance to the park greeting and delighting visitors with a blaze of colour. These, the lake and the cherry tree avenue overlaid upon the ancient parkland ride to the lost house and the wilderness expanse of The Squatts created a rich and varied landscape experience.

Wildspace and living landscapes:

- The Squatts LNR has considerable ecological interest and the lake continues to support a great diversity of bird species, whilst the ornamental grounds of the People's Park are characterised by an eclectic range of tree species, some of which are rare in the Greater London context, and which have bat potential.

- The site today reads as a landscape 'palimpsest' of many layers, with no one layer completely erased – old field boundaries including ancient multi stemmed coppiced trees near The Squatts, remnants of the 18th and 19th century landscape park and avenue, the buried heritage associated with the mansion and its pleasure grounds, home farm, carriage drive and the lodge house, plus the surviving and partly lost features of the People's Park itself. The site bears witness to almost every stage of the last 400 years of its long evolution.

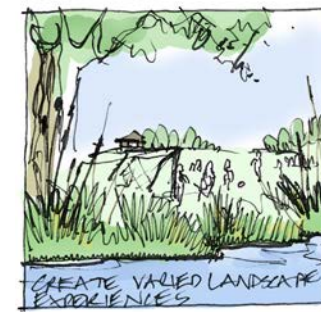


Above: Parsloes in 1867



Above: Flamingos, mural by Tom Berry

9.0 Masterplan vision and concept



The masterplan vision for Parsloes Park seeks to embody many of the best aspects of the 1935 design intention for the site as a park for play and a green space to walk upon. It is based on the idea of creative conservation – conserving and finding viable futures for the best surviving aspects of the park’s heritage and interpreting the rest. The five key aspects of the masterplan concept are shown in the images above.

Key aspects of the masterplan vision and supporting aims and objectives are as follows:

To conserve, enhance and restore

- The landscape legacy of the 17th-18th century avenue and the surviving features of the 18th and 19th century landscape park.
- The wildspace quality and the landscape experience and biological diversity of The Squatts Local Nature Reserve, seeking to restore lost aspects of this once diverse London heathland mosaic, such as ponds and scrapes.
- The ‘lost’ Gores Brook which runs through the site, as an informal recreational/amenity and ecology focus for the eastern part of the site.



- ① 3G/All weather pitches
- ② Multi-functional park hub
- ③ Informal play
- ④ Re-wilding The Squatts LNR
- ⑤ Restoration of People's Park
- ⑥ Cricket grounds & informal kickabout areas
- ⑦ Wetland
- ⑧ Proposed Youth Zone
- ⑨ New road access
- ⑩ Restoration of paddling pool

Above: Parsloes Park, Masterplan

(Aerial photography: © GetMapping 2015, GeoSys 2015, Intermap Earthstar Geographics 2015 and Microsoft Corporation 2015)

9.1

Masterplan vision and concept

Creation of an appropriately naturalistic riverine environment of meanders, riffles and offline ponded areas, to create multi-functional space for water and to minimise the possibility of extreme flooding events.

- The horticultural excellence, colour and diversity of the original People's Park, in a modern idiom which is financially sustainable and appropriately adapted to modern management and resource availability/resilience whilst responding to the original layout.
- The design intent for the People's Park, bringing this up to date for the needs of 21st century users – restoring the formal approaches and gardens from Gale Street with more modern, climate change adapted planting which responds to fewer available management resources, restoring and creating safe access to the lake and restoring designed vistas to the original pavilion.
- The 1930s cottage ornee style pavilions, bringing these back into active and viable use as part of the park hub/exhibition space and as café/tea pavilion for the restored water play area.

To improve and create

- A much improved sense of welcome and arrival - Legible, interesting and relevant interpretation and way finding of a unified and harmonious design, both within the site and from nearby points of arrival such as the London underground stations, to promote walkable routes to and around the park, and to bring the site's heritage to life in ways meaningful to modern users.
- A visually and physically connected series of landscape experiences, through re-wilded areas, new and sensitively sited copses and woodlands and appropriate low-level landshaping to create visual interest and new vantage points.
- Increased resilience and flexibility – lower intensity landscape management to create more interesting/rich landscape experiences; adapted spaces with greater microclimate variation and shading and cooling to address climate change.
- A series of incidental destinations and points to stop off along the way – seats and street furniture to take advantage of prospects/restored views, essential park infrastructure such as cycle parking, bins etc, safe, clearly marked (and where appropriate lit) hierarchy of park paths.

9.2

Masterplan vision and concept

- A much more appealing environment for a range of different user groups, matched to the essential facilities to increase footfall and make people stay longer, so that Parsloes becomes a 'destination park'. As part of this a rethink of the approach to play – incidental and natural/wild play to maximise play value so that the whole park becomes playful/a place for play.
- Linked to the above, essential facilities for a visit to the park for a range of user groups – a new park hub which consolidates existing facilities and addresses notable gaps in existing provision – sports changing, toilets, showers, café, exhibition and lettable events space/revenue generation potential.
- Opportunities for community and volunteer involvement, such as community archaeology /big dig to reveal buried heritage, a community garden to provide a potential supply chain of local produce for an on site café. This could also be used to develop partnerships with Dagenham Farm Growing Communities and local organisations such as Company Drinks.
- A consolidated, higher quality and more flexible formal sports offer, which link to reconfigured and more flexible arrangements for parking, will help address peaks and troughs in the park's use.
- A series of flexible external events spaces, linked to variations in landscape management (meadow grass cuts) to create a hierarchy of spaces for a range of programmed and pop up events.

To recognise and value

- The landscape palimpsest of the site which displays its evolution from the 17th to 20th centuries.
- The significance of Parsloes Park as a bold and visionary People's Park, ensuring that all design interventions contribute to this and the original 1935 design intention of the park for play so that it once again forms the centre piece of the Becontree community.

10.0 Detail areas



Detail areas

The masterplan has been designed to respond to, conserve and enhance aspects of the site's significance described in the previous sections, as well as to address operational and site quality issues revealed through survey and consultation. Detail of the design proposals and rationale are provided in relation to the specific character areas of the site, in the rest of this section.

11.0 Historic Park Core



Above left: Woodland rides and avenues

Above: Revealing buried heritage. St Paul's Cathedral



Left: Potential landscape experience of the avenue

Key aspects/rationale:

- Replacement of disparate, discontinuous and varied boundary fencing with **open boundaries** reinforced with **gentle landshaping** and copse/clump tree planting to control inappropriate uses/access. Mark historic entrance off Gale Street with combination of parkland rail to recall parkland heritage and new paved feature as well as **marking and interpreting** footprint of the former lodge.
- Re-alignment of path on the original carriage drive route and top dressing, with an appropriate **parkland/countryside** style surface treatment, plus provision of benches and bins at appropriate intervals in a style recalling those of the originals (O'Brien Thomas or similar). **Interpret and reveal footprint** of the **lost mansion** as part of the works (option to create subtle landform variation and 'boardwalk' areas over the archaeology).
- Creation of new meadow and seeded areas to mimic the colour and diversity of the old cherry avenue, whilst considerably **extending the season of interest**, plus low level landshaping to define spaces.
- New larger grade native tree planting using historically appropriate species (small leaved lime *Tilia cordata* or sweet chestnut *Castanea sativa*) to create two new outer rows to the avenue, to **reinforce** the formal feature and to **secure** the feature for the longer term.
- **Conservation and enhancement** of The Squatts LNR to increase its diversity and ecological/amenity interest, including reinstatement of some of the former ponds in their historic locations. Whilst such ponds are likely to be perched/of puddled construction due to the level of the water table, which creates water flow issues, they also bring ecological benefits (dragonflies/insects)
- Creation of **active frontages** with Gale Street and Porters Avenue, including an appropriate site for the proposed Youth Zone which meets OnSide's objectives and also creates a gateway that integrates well with the park.

12.0 People's Park



Above: Enlivening the People's Park



Above: Regents Park Hub



Above: Waterlow Park Community Garden



Above: Managed, safe access to the lake



Section A-A

People's Park

Lake

Pavilion

Hub

Carpark

Key aspects/rationale:

- Restored gateway and approach from Gale Street main entrance with new signage and way marking, restoration of former Rose Garden with new meadow and herbaceous drift areas to extend season of interest, reduce intensity of management and to **increase resilience to drought/climate change**.
- Repair and top dressing of primary path network, with a key path to the hub and to the **northern boundary to be lit** to provide safe after hours access (low level LED lighting or similar).
- Restore vistas to lake and create managed physical access at safe points to the lake through shallows/scrapes, new areas of **boardwalk** and beach areas, with appropriately detailed knee/trip rail and use of dense reed/rush planting to warn of hazards in relation to deep water, supported by appropriately placed signage. Pull back fencing in all other areas to the lake perimeter to increase **connection with water**/reclaim usable space within the park.
- Restoration of the 1930s pavilion – flexible configuration - a lake facing tea hut/shelter as per its original use, or exhibition space/shelter for school visits to adjoining **community garden**, reinstating the original façade and roof detailing and removing the unsympathetic extensions and making good.

Creation of access to the new park hub behind via a new community garden on the sheltered former bowling green site – orchard, apiary, **flower meadow** and raised bed areas (potential school groups/outdoor classroom)

- Creation of a **multi-functional park hub** as central focus for the site and as focus for restored historic designed views, to face onto both the People’s Park and the sports park/pitches.
- Restoration and re interpretation of the 1930s former paddling pool as a **natural water play garden**, creating more flexible and multi-functional, interactive play opportunities. Restore and reinstate the 1930s tea pavilion and its external detailing as tea/cold drinks/ices kiosk and **sheltered seating** plus toilets/baby changing, plus Wifi and external sheltered terrace seating (trees/shade sail) to provide essential facilities for families to visit.
- Extension and enhancement of the existing older childrens’ play area to create an expanded suite of **natural play** provision to maximise play value (replacing existing kit with natural play pieces as it wears out) to create a continuous trail or swathe of play from the water play to the hub via the lake and supported by bespoke/incidental play pieces throughout the park. Restoration of the existing play area behind the pavilion to parkland, along with the former depot site.
- Restoration and reinstatement of the two former **drinking fountains** to the lake perimeter path, to adapt these to modern use (wheelchair accessible, filling water bottles for runners etc).

13.0 Sports Park

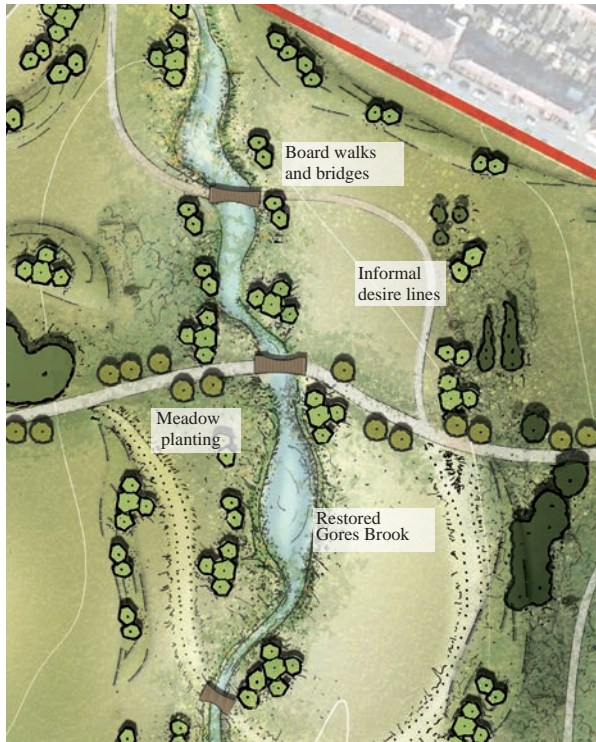


Above: Option for the hub building; a partially buried 'green' building on two levels, with functional components such as sports pitch changing (to replace the 1970s central changing block), toilets and showers in the lower level (option for kiosk facing on to pitch side), with upper level accessed via equal access ramps and formed by destination café, viewing terrace for full site surveillance, flexible exhibition/events/lettable space, public toilets and park staff office/accommodation (exact form/uses to be set by future Activity and Business Planning).

Key aspects/rationale:

- **Consolidation** of the dominant existing pitch provision upon a smaller footprint offering higher quality, more flexible provision to address wear and tear and peaks/troughs in usage. Maintaining the existing 7 adult pitches in the northern part of the site, plus an area for informal kickabout/junior pitches east of The Squatts LNR.
- Space for **informal cricket provision** as identified in the playing pitch strategy. Discussions with the English Cricket Board have identified that a minimum of 40m stand-off is required from any cricket provision and adjacent properties.
- As part of the approach to **flexible** use, provide for 2 lit '3G' pitches (all weather artificial turf pitches) in the southern/central part of the site, away from ecologically sensitive receptors and to avoid adverse impacts upon residential amenity.
- **Remove** the existing 1970s changing block and **restore it's site to parkland**, removal of the existing car park and access road (and restoration as before), relocating the access road and flexible parking integrated with 'woodland and trees' alongside the eastern boundary of Sydney Russell School and integrated with the new park hub.
- Remove the existing poorly drained easternmost pitches on the site of the culverted Gores Brook to **facilitate restoration** of the same, and replace these with an informal kickabout area near the existing changing block site.
- Creation of areas of low level landscaping and tree planting to create **microclimate** in the context of prevailing wind. Also opportunities for spectating and alternative prospects and vantage points in this open and exposed part of the site, plus provision of benches and bins of an appropriate style.
- Creation of a **variety of access links** to a new perimeter path/5km park run route to also connect the principal spaces/character areas within the site.

14.0 Gores Brook



Above: Enhance landscape variety and ecological diversity. The Squatts LNR - Meadow, copse, ponded areas

Key aspects/rationale:

- **Daylighting the Gores Brook tributary** and associated river restoration broadly on its original alignment but also creating new additional **meanders and riffles** (to slow the passage of water in times of flood), plus on and off line ponded areas/scrapes for habitat and additional water storage. One of these could be located in the depression visible immediately east of the northern poplar clump which marks the site of a lost pond and sluice.
- Creation of new **riparian habitat** – reed, rush, wet meadow and new willow, alder and poplar riverbank tree planting to accent the river and to complement and reinforce the surviving mature former riverbank trees on site.
- Creation of **safe points of access** to and **contact with the water**, in the form of boardwalks and bridges, linked to a wider path and desire line network (surfaced/mown).
- Provision of **appropriately sited benches** and bins. Benches should be sited to take advantage of restored riparian views and across the park/distant views to the hub – a modern reflection of the view captured in the painting of 1867.

15.0 Proposals- Risks, issues and opportunities: Assessment of potential impacts

With a site as large and diverse as Parsloes Park, the broad compass of the restoration proposals and the variety of existing and potential user groups, there is a clear need for careful consideration and progression of proposals to avoid potential conflicts. These are discussed below in relation to the following key themes:

- Environmental (archaeological/hydrological) risks associated with the scheme
- Access, safety, use and misuse
- Balancing competing drivers (heritage, ecology, recreation and visitor management; Sensitive integration of new facilities.)

Issue	Potential source of impact/risk	Recommendations
Environmental (archaeological/hydrological) risks associated with the scheme	<p>Archaeology and heritage significance:</p> <ul style="list-style-type: none"> • Potential damage to buried heritage at mansion/home farm/lodge sites, plus to historic build-up of carriage drive • Impact on buried heritage associated with ponds and former pleasure grounds/gardens of the mansion • Determination of the most appropriate approach to heritage restoration (as opposed to reconstruction) 	<ul style="list-style-type: none"> • Archaeological watching brief, plus scope for appropriately supervised community archaeology projects to increase local involvement and interest. Scope to increase the current documentary record in relation to Parsloes/exhibition material for Valence House/ the potential park hub. Potential need to further refine design to reflect findings and weave into a future Interpretation Strategy for the site. This could also make links with Discover ME (historical treasures of Metropolitan Essex) • Sensitive design (overlay paving) in relation to carriage drive and entrance features, recording and interpreting remains and ensuring paving build up does not disturb buried remains. Where remains are to be revealed ensure an appropriate programme of stabilisation, protection and presentation with an archaeologist. • In respect of the approach to heritage restoration, the masterplan has been developed on the basis of best practice conservation principles of restoring to the most complete surviving design layer (in this case the 1930s People's Park). A creative conservation approach has been employed, conserving the best features of this and the earlier landscape park, whilst interpreting lost heritage.

15.1 Proposals- Risks, issues and opportunities: Assessment of potential impacts

Issue	Potential source of impact/risk	Recommendations
	<p>Ecology:</p> <ul style="list-style-type: none"> • Potential protected species issues (in particular bats) in relation to buildings to be demolished/ altered • Avoiding net loss of heathland habitat • Potential conflict between historic landscape / designed view restoration and habitat interest (trees with bat and other habitat interest) • Addressing problem species (Canada geese etc) <p>Hydrology and flooding:</p> <ul style="list-style-type: none"> • Need to consult with the Environment Agency on flooding and Water Framework Directive issues. 	<ul style="list-style-type: none"> • Need for species surveys in areas of potential (roof voids/soffits) of buildings subject to works (species survey window limitations to be factored in). This should also include trees subject to potential works (e.g. vegetation clearance to restore designed views/sight lines). • For heathland habitat diversification works (flower rich meadows and pond restoration), these should be supported by expanded areas of re-wilding and long grassland, to connect areas and help avoid fragmentation. • As part of detailed design and construction/aftercare to establishment, implement measures to control and discourage Canada Geese (such as low level netting/mesh to establishment of low level lakeside planting/avoid bankside erosion). Linked to programme of education for visitors. • Need for early consultation with the respective teams within the Environment Agency, to determine the scope of the local Flood Risk Assessment and Water Framework Directive assessments that will be required.
Access, safety, use and misuse	<ul style="list-style-type: none"> • Anti-social use increases resulting from boundary treatment alterations • Vandalism of new facilities/provision/ structures • Integration of sensitively designed safe, equal access and avoidance of user conflict to path networks • Issues around access to water and particularly areas of deep water at the lake 	<ul style="list-style-type: none"> • Replace fenced boundary enclosures with appropriate defensive treatments which still maintain aesthetic quality and permeability (landshaping, long grass areas and tree planting, allied to existing timber bollards, to physically discourage unauthorised vehicular access). The same treatment should be employed to the external edges of new car parking provision. Ensure appropriate type of fencing where it is needed e.g. in relation to water play garden for very young children, whilst maintaining good visual permeability. • Two principles should be employed to avoid vandalism: 1) Good design which foresees and designs out potential problems and 2) linking proposals to an organised programme of events and activity planning in which the local community is fully immersed and involved (as part of the ongoing activity planning and audience development work). In relation to 1), this masterplan sets out the first principles for good, inclusive design. Building briefs will need to be developed with external funders for the next stage e.g. for the hub (consideration of issues such as night time use/ shuttering when out of hours, use of long overhangs/brise soleil structures or similar to rooflines to discourage climbing onto roofs, appropriate lighting,

15.2 Proposals- Risks, issues and opportunities: Assessment of potential impacts

Issue	Potential source of impact/risk	Recommendations
		<p>visual permeability and natural surveillance).With regard to 2), development of a parallel activity plan and audience development study (linked to on-going community engagement) to inform the next phase of design development as part of funding applications to Heritage Lottery Fund and others is a key recommendation falling out of this masterplan.</p> <ul style="list-style-type: none"> • With regard to sensitively designed safe and equal access and avoidance of path user conflicts, the following points will be relevant: Use of low level lighting to selected paths (away from areas of habitat potential as far as possible) to avoid light spill/urbanising influences. Integration of Disability Discrimination Act requirements in relation to equal access seamlessly with other path surfaces and as part of landscaping/gradient design generally, to avoid additional foci for potential vandalism, such as handrails. Ensure that path repairs/surface top dressing are of an adoptable standard for cycling and that key shared use commuting routes are wide enough for pedestrians and cyclists/pushchairs/wheelchairs (2.4m and appropriately signed – markings in paving or similar). •Access to water: Use of boardwalks and knee rails plus appropriate planting to create physical distance to water’s edge to areas of deep water at the lake, as well as creation of safe access by terracing/beached areas. Supported by appropriate signage, plus discreet fencing integrated with planting to areas where access is to be restricted. Use of appropriate riparian planting and controlled access points to the restored Gores Brook.
Balancing competing drivers (heritage, ecology, recreation and visitor management); sensitive integration of new facilities	<ul style="list-style-type: none"> • Making heritage of the earlier landscape park and the People’s Park relevant to modern users and the local community. • Park hub – consideration of visual and archaeological impact; avoiding competing facilities 	<ul style="list-style-type: none"> • Making heritage and interpretation relevant to modern users should be a central part of an Interpretation Strategy to be delivered for the next phase /for grant funders requirements, linked to audience development and activity planning. Interpretation should seek to be flexible, available in a variety of formats whilst not dating/remaining timeless, as well as linked to way-finding – heritage trail/guided walks/programming. It should focus as much on the social aspects of the park’s history/local memory and associations as on bigger picture history. Seek to set the history of Parsloes in other cultural contexts e.g. the Denman family and abolitionist movement could be linked to country-wide programmes such as Black History Week and other events. • Continue to work with the key stakeholders and user groups engaged with the masterplan, such as Sydney Russell School. There is potential to link heritage interpretation, the proposed community garden and outdoor classroom/ natural play to aspects of the school curriculum.

15.3 Proposals- Risks, issues and opportunities: Assessment of potential impacts

Issue	Potential source of impact/risk	Recommendations
	<p>Parallel works being developed by other partners: Youth Zone, Football Foundation Bid, plus cross reference to drivers for other scheme elements</p> <ul style="list-style-type: none"> Impact on Metropolitan Open Land 	<ul style="list-style-type: none"> Integrating the park hub and related contemporary features should be subject to a good building design brief, drawing on the framework set by this masterplan, and sensitive to the landscape and heritage context. Further site investigations and archaeological studies will be required to inform siting and design. The level of design documentation for the eventual planning application should be informed by local validation requirements, and may include consideration of potential landscape and visual impact. The same principles apply to the Youth Zone to be delivered by others. The exact mix of facilities in the hub will be determined by building brief development and the Activity Plan. Catering provision and any future concessions/ leases will need to be carefully considered to avoid competition and conflict between different facilities in the park and with any offer in the Youth Zone. For instance the 1930's tea huts are likely to be more appropriate for hot and cold refreshments, ices and snacks with more of a full service offer in the hub which is likely to have a longer day time and seasonal use span. With regard to the parallel works (Youth Zone, Football Foundation bid), discussions have taken place with the organisations developing these proposals. The masterplan and the Football Foundation proposals are closely aligned and the masterplan has set out recommendations for a sensitive and appropriate location for the Youth Zone ('like for like' development footprint, with the old depot site instead remediated, capped and restored to parkland). These should form part of a building brief for the Youth Zone proposal. <p>OnSide Youth Zone Planning Considerations: An alternative location for the proposed OnSide Youth Zone has been considered which would meet the operational requirements of the charity as well as responding to planning challenges. Initial planning discussions with London Borough of Barking and Dagenham have supported the potential of the alternative location in principle, and the location has been discussed with OnSide with regard to their principles for Youth Zone site selection and siting. The location on the corner of Gale Street and Porters Avenue would benefit from the following:</p> <ul style="list-style-type: none"> The potential to integrate the Youth Zone offer into the Parsloes Park masterplan in terms of increased visibility and reduced conflict of user activities for example in terms of play offer and the heritage potential of the pavilion. A less sensitive context in terms of residential neighbours and effect on amenity for example relating to the presence of a dual carriageway and the level of street activity compared to Ivy House Lane; A more appropriate location in terms of scale, opposite the three storey Porters Avenue Health Centre; Better public transport connections, walkable from Becontree tube station and with a number of bus routes adjacent; <p>Proposals would need to take into account the scale, visibility and location of the Youth Zone when considering how appropriate development proposals are in Metropolitan Open Land. The potential to bring forward a leisure use as part of a holistic masterplan for the Park would be an advantage for a future proposal. The sensitivity of residents at properties on Gale Street would need to be considered.</p> <ul style="list-style-type: none"> The masterplan has set out options for the most sensitive and appropriate siting of the lit 3G pitches to minimise impacts on residential amenity and ecology. With regard to Metropolitan Open Land, the detailed form and exact footprint of new build versus demolitions will need to be carefully considered (and informative for the building briefs) with any footprint increases considered sensitively in context and appropriately justified as part of the pre application process.

16.0

Delivery plan

This section sets out an initial delivery plan for the masterplan proposals, considering outline costs, likely funding streams and next steps.

Outline capital costs:

Below are set out outline/ballpark capital costs for the main elements of the scheme, based on Arup's recent knowledge of delivering comparable works on similar schemes. These will need to be developed and refined further and an itemised cost plan developed, as design proposals advance for individual funding bids.

- Park hub, including excavation and landscaping/integration works: **£1.5million – £1.8 million**
- Refurbishment and conversion of 2No existing pavilions: **£500,000**
- Demolitions: **£200,000-£300,000**
- Pathworks (repair and top dressing, new paths): **£750,000 - £1million**

- Vegetation clearances and crown lifting/tree surgery to lake, plus re profiling and boardwalk: **£250,000 - £300,000**
- Tree planting and structural landscape planting: **£200,000**
- River restoration scheme: **£600,000-£1million, depending on scope**
- Site signage, way-marking and interpretation: **£50,000**
- Street furniture: **£50,000**
- Water play and new plant: **£300,000-£350,000**
- Natural play provision: **£250,000**
- 2No 3G pitches at **£600,000 each: £1.2million**

16.1

Delivery plan

Total estimated capital costs would be between **£6million and £7million**, exclusive of contingency sums (typically 10%), professional fees (around 8% in addition in respect of landscape, architectural and engineering design and contract administration, plus professional fees in respect of the Construction Design and Management Regulations and supporting surveys – ecology, archaeology, site investigations). Main contractor’s preliminaries would also need to be factored in, as would any enabling works not listed above plus remediation of contaminated land. Aspects such as landform/landshaping design would need to be costed as more detailed design was worked up based on the material and volumes involved.

Funding streams:

Due to the varied nature of the works they will need to be delivered through more than one funding stream. Scoping of potential delivery models and discussion with the client has identified the following as the most likely models:

- Heritage Lottery Fund/Big Lottery Fund Parks for People Funding
- Veolia Environmental Trust Funds
- Big Lottery Reaching Communities (Green Angels)
- Environment Agency Funding
- Football Foundation Funding

Below is a summary of the funding streams, key requirements and issues, aspects of the masterplan scheme which could be eligible for funding and recommendations for what needs to be happen next.

Heritage Lottery Fund (HLF)/Big Lottery Fund Parks for People Funding:

This funding stream offers grants of up to £5million for capital works (and for revenue activity for a period of 10 years after practical completion, tied to a Management and Maintenance Plan developed in an HLF compliant format) for heritage restoration and conservation works in primarily urban parks. The funding stream also funds complementary capital works which support and enhance essential infrastructure to sustain the park, subject to HLF’s approved purposes and demonstrating delivery of their outcomes, which are:

- Heritage will be better managed
- Heritage will be in a better condition
- Heritage will be identified/recorded
- Heritage will be better interpreted/explained
- People will have developed skills
- People will have learnt about heritage

16.2 Delivery plan

- People will have changed their attitudes/behaviour
- People will have had an enjoyable experience
- People will have volunteered time
- Environmental impacts will be reduced
- More people and a wider range of people engaged with heritage
- The local community will be a better place to live, work or visit
- The local economy will be boosted
- The park and organisation will be more resilient



Above: Sketch proposal for the water play area

16.3

Delivery plan

Clearly the masterplan would be able to **deliver significantly** upon these outcomes, as it enables **greater understanding and appreciation** of the park's heritage, as well as forming the framework to **facilitate activities** to encourage volunteering and conservation of heritage, and a **range of community development projects** which could have a significant positive impact. Other aspects which would support the case for Parsloes Park are its **heritage value** and potential, recognised in its long and eventful chronology, significance and inclusion upon London's Local Parks and Gardens Register. It is also recognised as a priority urban greenspace for investment in the All London Green Grid, which would further help its viability.

The masterplan has been designed with HLF funding criteria in mind. Aspects of this masterplan report could readily form key parts of the baseline for the Conservation Plan which would be required to form a key part of a bid to the Parks for People Fund. The **heritage evolution and evaluation, landscape characterisation, statement of significance and heritage risk**, opportunity and impact assessment developed for this masterplan document could all form **key parts** of the **Conservation Plan**, to form a compelling and persuasive document to secure funding, as well as to help develop a scheme which could ultimately secure Green Heritage accreditation as part of the Green Flag scheme.

Issues and considerations:

There are two funding windows and decision periods per annum. The overall process can take **2 years or more** before works start on site and requires **significant time commitments** and professional advice. Funding is delivered in three separate phases or rounds. **Round one** is concerned with assessing a scheme's potential or feasibility and securing a decision in principle, to release development funds for detailed design development in round two. A successful **round two** pass will secure the capital funding for the implementation phase (round 3) and for ongoing revenue/management activity, drawn down in phases. Considerable formal consultation needs to take place in the form of design reviews (linked to project work stages) with the HLF grants case officer and a monitor appointed by HLF as a critical friend for the scheme. Match funding would need to be provided by the council. For grants of less than £1 million, this is at least 5% of the cost of the Round Two phase and 5% of the cost of the delivery phase. For grants of £1 million and over this is at least 10% of the cost of the Round Two phase and 10% of the delivery phase.

What could be funded?

The following components of the masterplan could all demonstrate excellent and monitor-able performance with regard to the HLF's outcomes, and should form the primary foci for a future bid:

- **Restoration of key aspects of the People's Park** – lake, path network, formal gardens and original pavilions, plus the water play

16.4

Delivery plan

- Aspects which provide a more **sensitive design response to the site's heritage** – natural play; restoring the old depot area to parkland
- Design and delivery of signage, **interpretation materials** and **way-marking**, plus street furniture
- **Restoration** of the avenue and the carriage drive, plus enhancements to The Squatts Local Nature Reserve
- **Archaeological works** to reveal, conserve and interpret the site's hidden heritage, including potential community archaeology projects
- **Restoration of 'lost' features** such as the Gores Brook
- Aspects of the hub building, particularly those parts which could form an educational or interpretive focus, or provision of exhibition space to tell the site's story. It should be noted that the hub would potentially need to be co-funded with Football Foundation bid funding, to cover areas outwith HLF's areas of interest such as sports changing rooms and facilities.

Funding could also be used for the following:

- Professional fees in respect of design, contract administration and specialist surveys
- Development and delivery of an interpretation strategy, audience development strategy and park business plan/activity plan (including further work with user groups)
- Subject to resource needs and making a compelling business case with HLF as part of a bid, additional staffing for the park, often a community ranger and/or park officer (subject to specific HLF guidance, approvals and input to recruitment). On costs/salary costs could be funded for the 10 year life of the grant.

Recommendation:

To advance pre application discussions with the HLF using this masterplan as a basis, with a view to developing a Round One application to gain a decision in principle, as soon as possible.

16.5

Delivery plan

Reaching Communities Fund (Green Angels):

Reaching Communities funding is for projects that help people and communities in the most deprived Lower Super Output Areas in England.

Early discussions have highlighted that the Reaching Communities fund could be an eligible funding pot for Parsloes Park. Postcodes adjacent to Parsloes Park are eligible for funding and the **boundaries of deprived areas would be considered** by the Big Lottery Fund where it can be demonstrated that the beneficiaries are located in eligible areas. Since the fund targets those living in disadvantaged areas and the masterplan has the potential to improve community cohesion and improve learning opportunities and health and wellbeing benefits, the objectives of the project would align well. Reaching Communities funding has successfully been secured and delivered in collaboration with the Land Trust for the Green Angels environmental training programme for Liverpool Festival Gardens which received £139,000. The Green Angels scheme aimed to boost the quality of life for local communities by providing introductory training opportunities in subjects such as countryside management, parks maintenance, business skills, environmental education and horticulture.

Issues and considerations:

Grants are available from £10,000 upwards and funding can last for up to five years. There is no upper limit for total project costs.

Funding of more than £500,000 is available and should be discussed with the Big Lottery Fund to understand how appropriate the project is. Projects should complement or fill gaps in local strategies where appropriate. Communities should be involved throughout the life of the project. The fund is **primarily a revenue programme**, covering salaries, running costs and a contribution towards core costs and equipment for up to three years. Up to £100,000 is also available through the Reaching Communities building fund for land, buildings or refurbishment capital for up to two years. The proportion of funding for revenue and capital is optional as long as a minimum of £100,000 is requested for land and building work. There are no deadlines for applications. Building on success at Liverpool Festival Gardens where 200 applications were received, the Land Trust wants to roll out the Green Angels environmental training programme further with potential links to schools, businesses and social enterprises.

What could be funded?

Revenue funding could be sourced to **set up activities and management**, for example those associated with the Park hub or education initiatives. A Green Angels environmental training programme could also be funded with the opportunity to build upon the Land Trust's experience at Liverpool Festival Gardens. This could include associated revenue or equipment funding to launch the building and deliver project activities such as marketing or salary costs, training or monitoring.

16.6 Delivery plan

There is also potential to apply for Reaching Communities buildings funding to part fund the Park hub, noting that construction is only funded in exceptional circumstances, for capital costs such as building and engineering works or professional fees. Funding for the monitoring and evaluation of the project has the potential to act as evidence for future funding bids.

Recommendations:

In order to navigate the three stage application process (approximately 18 months in total), **early sign up should be sought with the Big Lottery Fund** on the principles and objectives of the project and areas to be funded. This should include initial development of activity planning and a business plan for the Park. The Big Lottery Fund should be contacted in the first instance to confirm eligibility. Discussions should demonstrate that the project would benefit a deprived community and that beneficiaries are located in close proximity to the Park. The areas to be funded should clearly respond to local strategies and initiatives as well as an activity plan and consultation strategy developed for any Heritage Lottery Fund bid. It should be noted that there is potential for HLF to co-fund staffing.

Veolia Environmental Trust Funding:

Parsloes Park lies in close proximity to a Veolia site qualifying for the Landfill Communities Fund. The fund covers community buildings and rooms, outdoor spaces, play and recreation and projects supporting biodiversity, all of which align with the Parsloes Park masterplan. The project emphasis on community consultation, building community users and financial sustainability (amongst others) align with the objectives of the fund, which are set out below:

- Community consultation with **evidence of support and need**
- A **wide range** of community users
- **Good use of volunteers**, with relevant qualifications being sought
- A wide range of **fund-raising** activities
- Value for money
- **Sustainability** for the future
- Completion within an expected timeframe – public amenity projects must be completed within 12 months and biodiversity projects within 18 months.

16.7

Delivery plan

Issues and considerations:

A maximum of £75,000 is available for projects that have already secured 20% of the total cost. Since eligible projects must have a total cost of under £500,000, the phasing and delivery of the different elements will need to be developed to justify an application.

For awards of £40,000 and above, an independent third party contributor will need to reimburse the landfill operator the 10% shortfall to release the grant. This contribution can be made by another funder, a local council or an individual.

What could be funded?

Given the total cost requirement set out above, this fund could be **most valuable for discrete areas of the Parsloes Park masterplan** which may not qualify under other funding streams. Funding the delivery of a **community garden or community orchard** for example would provide a distinct area of the Park where the community could take ownership of development and delivery, with benefits associated with building social capital and volunteer time. This type of project could additionally harness Veolia's social responsibility objectives cost savings from the lending of specialist equipment for works as well as staff time.

Recommendations:

Applications must demonstrate that 20% of funding has been secured as part of the application. It is therefore recommended that opportunities and areas for funding through Veolia are scoped as applications for other funding sources are progressed. The fund is highly competitive and in-principle support should be sought from Veolia before applications are prepared.

A funding bid for the community garden should be developed in partnership with Dagenham Farm Growing Communities and Company Drinks (local food production and supply chains). Working with these organisations and local school groups would maximise the project's positive impact, as would work with the Sycamore Trust and local access groups.



Above: Waterlow Park community garden, including planting beds adopted by local school sites.

© Copyright Arup

16.8

Delivery plan

Environment Agency Funding:

Parsloes Park lies within an area identified as being of **at risk of flooding** (surface and ground water flooding, covering 1 in 30 year and 1 in 100 year events). These relate principally to the site of the lost pond near the Gale Street entrance, the lake and the culverted course of the Gores Brook. This is reflected by observations on site through the latter part of 2015 where ground water flooding was evident in relation to the ‘lost’ course of the brook (near and around the poorly draining eastern football pitches), and from anecdotal evidence from community stakeholders.

A **naturalistic approach** is recommended to dealing with the water resources of the site, seeing them as a **primary opportunity** for **multi-functional green infrastructure**, such as opening up the Gores Brook and creating space for water and riffles/meanders to slow the passage of water to the nearby urban areas. This would create benefits not only in terms of water storage and proactive flood risk management, but also landscape character, biodiversity and amenity, as well as creating microclimates and safe environments for play – a **recreational focus for a part of the site which lacks one**, as well as also restoring aspects of historic landscape character. The evidence of flood risk on site would create a compelling case for capital funding to help deliver the river restoration works.

Immediately south of the site in the opened section of the Gores Brook, **invasive species** such as Himalayan Balsam were evident on a site visit in October 2015. It is likely that these would spread along the watercourse, creating a potential case also for funding through the Environment Agency’s implementation of the Water Framework Directive (WFD), the purpose of which is to bring the UK’s rivers into good ecological status.

Issues and considerations:

Initial discussions have also suggested funding from the Environment Agency for scoping surveys to determine the type of capital works interventions required and to help with development of studies to assist with design and to secure the required consents for such works. It should be noted that capital works for river restoration could also potentially be co-funded by the Heritage Lottery Fund (restoration of key features of the site’s heritage and which could contribute to a number of their stated outcomes). As part of such a bid and to support parallel planning applications a local flood risk assessment would be required for works in the flood plain. It is likely that a **Water Framework Directive checklist** would also be required for this stage. Proposals would **therefore need to be joined up with a future HLF bid** and would also need to **secure consensus** within the relevant organisations in the Environment Agency (fisheries, biodiversity, hydrology and development management).

16.9 Delivery plan

What could be funded:

Initial discussions with the Environment Agency have suggested considerable interest in the site and for a role for them as a joint Delivery Partner going forward. The evidence of flood risk on site would create a **compelling case for capital funding** from the Environment Agency (financed through Central Government, local levies, partnership funding and other sources) to help deliver the river restoration works, as a key part of managing such risk and to help the discharge of local authority responsibilities under the Flood and Water Management Act 2010.

Recommendations:

Pursue scoping and research funding application to develop the capital project further. Engage with key Environment Agency stakeholders at **all stages of the development of a parallel HLF bid** so that co-funding opportunities and a range of partnership delivery roles are factored in from the outset. This should include joined up liaison with all of the relevant individual departments in the Environment Agency, so that any risks or conflicts to development of the project are identified and ironed out at an early stage.



River restoration © Copyright Rob Noble

17.0

Management Strategy



Above: Habitat creation and enhancement options, The Squatts Local Nature Reserve

Consideration has been given to **sustainable and reduced expenditure** futures for the park which positively respond to the site's character and the conservation objectives in this masterplan. Given the current stage of design development and the fact that the design is likely to evolve further during the forthcoming funding bids and activity planning/business planning, a detailed 10 year Management and Maintenance Plan is not appropriate at the time of writing.

Therefore the focus here is on **effective and sustainable** management models, drawing from successful local and recent case studies, notably Beam Valley Parklands, where the London Borough of Barking and Dagenham has been working successfully with the Land Trust to secure the site's on-going management. The borough and the masterplan team have had initial discussions with the Land Trust regarding Parsloes Park. The Land Trust have interest in the site and the proposals and they consider that the project is a good match with their charitable objectives.

The Land Trust:

The Land Trust is an **independent Charitable Trust**, managing open spaces on behalf of and with local communities to provide cost effective management solutions for open space and green infrastructure. Primary foci include **protection of asset value** in green spaces and delivering a wide range of **community benefits**, such as harnessing social capital. Other key aspects of their experience include designing economic, efficient and risk-minimising specifications to deliver and manage green spaces.

Various options are available as part of an approach to working with the Land Trust on long term management of green space sites such as Parsloes Park. These include:

17.1

Management Strategy

- Taking land (whether a site or parts of a site) into their ownership to manage it in perpetuity;
- Acting as an interim manager on sites until an economically viable end-use is identified;
- Offering design services to ensure that on-going management is cost-effective;
- Involving landowners, the local community and other stakeholders in the development of appropriate maintenance plans and management regimes; and
- Providing specialist advice and consulting services, pioneering good practice.

The Trust was established in 2004 to own and **manage land in perpetuity** for **public benefit** by (then) English Partnerships (now the Home and Communities Agency - HCA), in response to the need for a new organisation that could work with private and public sector partners to provide a secure and sustainable exit strategy for brownfield land, land created through development or regeneration, and areas of public open space. They took ownership of 1,000 hectares of land and secured foundation capital for their operations before becoming an independent Charitable Trust in 2010. Currently over 60 sites are in their management.

Cost modelling and funding:

As the proposals for Parsloes Park evolve in detail it will be essential to develop a clear and full understanding of the long-term costs of managing and maintaining the Park in perpetuity. This includes looking at all the management and annual maintenance needs as well as future requirements for capital replacement. This would form a **strong foundation** for modelling future funding needs and options. This stage would consider the scope for both **endowment** and/or **service charge** opportunities that might come forward through the planning process as well as looking at **other revenue funding** streams that might be available via rents, income, grants and commercial opportunities as well as existing local authority budgets.

Key aspects of this stage would typically include:

- Analysis of on-going costs and modelling of future resource needs;
- Analysis of funding options linked to potential future development and London Borough of Barking and Dagenham budgets; assistance with leveraging funding;
- Presentation of overall costs and funding needs to provide in-perpetuity management of the Park.

Appendices

Appendix 1

Acknowledgements

Arup are grateful for the contribution made by the following organisations/ stakeholders in developing the masterplan:

- London Borough of Barking and Dagenham
- Greater London Authority
- Environment Agency
- Football Foundation
- Sport England
- English Cricket Board (ECB)
- Local football leagues
- Sydney Russell School
- Bethel Church
- Sustrans

Appendix 2

PARSLOES PARK

People's Park Alive



London Borough of Barking of
Barking and Dagenham

Parsloes Park - People's Park Alive

Community engagement summary report | December 2015

ARUP



Community engagement

1.0 Introduction

This report summarises the approach and feedback received as part of community consultation exercises to inform the development of proposals for the Parsloes Park masterplan and management plan that meet current and emerging needs and aspirations. The community engagement undertaken was seen as the first steps of a longer term strategy for engagement during the lifetime of the project to restore and regenerate Parsloes Park. The approach therefore aimed to set the tone for engagement and begin to gather relevant information that could support future funding applications.

The objectives of community engagement for this project were:

- To raise awareness of the project to restore and enhance Parsloes Park;
- To communicate the intrinsic value of Parsloes Park and its potential for enhancement;
- To encourage a better understanding of the Park, its heritage, habitat, wildlife and the need for financial sustainability;
- To reach out to groups who currently under-utilise the Park and understand their desires and aspirations;
- To engage potential new users and begin to grow the audience for the Park;
- To encourage a sense of local ownership of, and pride in, the Park;
- To encourage the local community to get involved with the long-term future of the project; and
- To feed into future funding applications for the delivery of masterplan proposals and on-going management and maintenance.

Many of these objectives are also applicable to the longer term engagement opportunities that would be available during the restoration of Parsloes Park.



Parsloes Park

Overview

Masterplan consultation

Masterplan consultation

Parsloes Park

The importance of Parsloes Park in the heart of the borough has long been recognised.

It's our largest park, at 58 hectares, just over seven times the size of the Olympic Stadium!

The park was once one of the most popular in the borough, with many opportunities for play, a rich assortment of plants and flowers in and around the lake and gardens, and family events.

Today, we're working to explore opportunities to re-design Parsloes Park in a financially sustainable way.

Its central location and good transport links means that Parsloes Park has the potential to become a destination for people once more, reaching more of the community for a wider range of activities and experiences.



Masterplan

We've appointed [Arup](#) to lead on masterplanning the regeneration and restoration of Parsloes Park.

This is an opportunity to address a number of priorities for people including:

- healthy living
- opportunities for sport, play and recreation
- managing flood risk
- transition to low carbon lifestyles through encouraging active travel.

These priorities will be addressed while conserving and enhancing the park's heritage and biodiversity assets.

Consultation – We want your views

We're at the very start of this process and it's important to understand and incorporate the views of local people who both use the park and live in the area, into the longer term vision for the Park.

As part of this process, we would really like to hear your views on the park, including how you use it and what improvements you would like to see.

[Parsloes Park online consultation](#) →

This consultation closes on Sunday 31 January 2016.



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2.0 Approach

The approach to community engagement responded to challenges including longer term aspirations and requirements for engagement, a project programme over Autumn and Winter when the Park is less well used, limited recorded information on existing users and managing community expectations to reflect the need for realistic, financially sustainable and deliverable proposals.

The approach to engagement followed two stages:

- information gathering and awareness raising; and
- an engagement event held on Saturday 12th December.

Information gathering and awareness raising

This part of the approach intended to introduce the community to the project at an early stage and to serve as a record of feedback during the project, gathering feedback that could inform later stages.

Information about the project was provided on the London Borough of Barking and Dagenham website at www.lbbd.gov.uk/parsloespark

Left Consultation website and engagement event at Dagenham Library

and an online consultation was made available for the community to submit their views from 12th November 2015 and will close on 31st January 2016. A copy of the masterplan consultation questions is shown opposite. The website was accompanied by press releases and social media posts including a residents newsletter, local press, Facebook and Twitter.

An interim report dated 11th December recorded a total of 45 responses, which are summarised in section 3.0 Feedback.

Engagement event

An engagement event was held between 10:00 and 16:00 on Saturday 12th December at Dagenham Library. The event communicated the work undertaken to date and emerging proposals. The event was advertised through local press, social media, a flyer drop to around 11,000 homes in Parsloes, Alibon and Mayesbrook wards and posters sent to Children's Centres, Community Safety ward panel members, Libraries, Leisure centres, Eastbury Manor House, Valence House and Relish cafe.

Exhibition boards were displayed explaining the project and proposals and representatives from the London Borough of Barking and Dagenham and Arup were available to speak to members of the community. Approximately 25 people visited the exhibition and verbal and written feedback was gathered through discussions and feedback forms. As of 21st December, a total of 16 feedback forms and two feedback emails had been received.

3.0 Feedback

The majority of people visiting the engagement event who filled in a feedback form stated that they were supportive of the initial proposals.

Website

An interim report provided data on the usage of the Park and improvements that people would like to see.

- 38% of respondents used the Park daily and 27% used the Park weekly;
- 34% of respondents used the Park for leisurely strolls of dog walking, 20% used the Park for getting from A to B and 19% of respondents used the Park for play, games or recreation.

Social media

Comments received on social media posts included:

- suggestions for improvements relating to opportunities for play, maintenance and cleaning, a dog park, pull up bars, toilets and a youth centre;
- concern about the removal of some facilities and equipment from other parks in the borough (such as Valence Park); and
- memories of the park including the flamingos, formal gardens, paddling pool and play areas.

Engagement event

The feedback provided at the engagement event included:

- The Park has been overlooked for too long;
- the Park needs to be upgraded;
- support for bringing the Park back to its former glory;
- support for preventing the Park from being left in disrepair; and
- one comment suggested that the proposals had too little play opportunities for children aged 2 to 10 years.

The majority of people completing feedback forms used the Park for leisurely strolls or dog walking (nine respondents).

Changes suggested included volunteering opportunities, more activities for children and women.

Suggestions for improvements included:

- more seating;
- cafe / team rooms and toilet facilities;
- improvements to planting including flowers, indigenous trees and planting;
- opening up the Gores Brook and areas of wetland;
- improvements to the lake and exploring opportunities for fishing;

“A wide-ranging plan to make very good use of the Park and make a more coherent space. Lots of opportunities for education and fun.”

4.0 Next steps

- sports facilities including tennis courts, a cricket ground, outdoor gym.
- play facilities and more activities for children including climbing rocks, see-saw, swings and skate park.
- improvements to cleaning and maintenance including provision of litter and dog bins; and
- live concerts.

Areas identified to be prioritised for improvements included the childrens' play area, the Gores Brook and areas of wetland, trees, paddling pool / skate park, tennis courts, safety and security improvements (such as CCTV or measures to reduce perceived intimidation of some users).

Feedback will continue to be collected through the website until 31st January 2016. The feedback provided will inform the development and refinement of the masterplan and management plan.

In addition to the community engagement set out in this summary report, stakeholder engagement has been undertaken with representatives of the local interest groups and users adjacent to the Park, Council officers, potential delivery partners and statutory consultees for future proposals (such as the Environment Agency and Natural England).