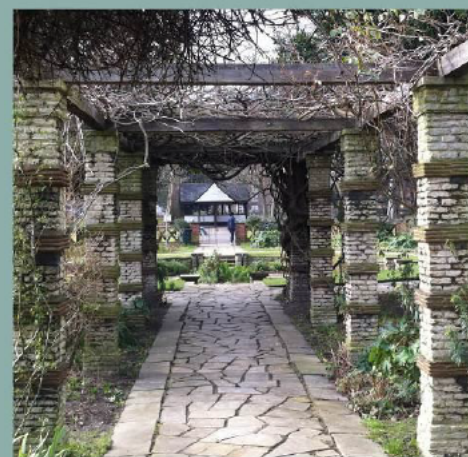
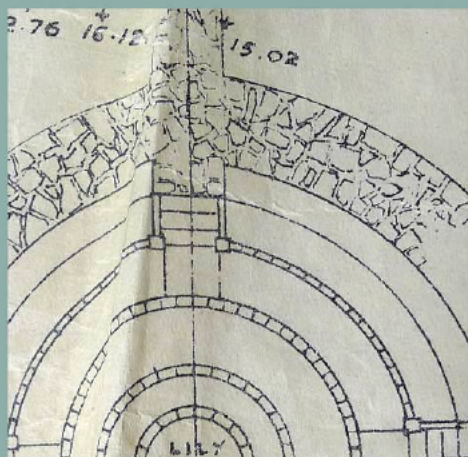


Kennington Park Flower Garden Outline 10 year Management and Maintenance Plan

Prepared by LUC



28th November 2013



www.landuse.co.uk

Project Title: Kennington Park Flower Garden Outline 10 year Management and Maintenance Plan

Client: London Borough of Lambeth

Version	Date	Version Details	Prepared by	Checked by	Approved by Principal
V1	12/07/13	First Draft (working)	██████████	██████████ ██████████	██████████
V2	02/09/13	Second Draft	██████████	██████████ ██████████	██████████
V3	15/11/13	Final	██████████ ██████████	██████████ ██████████	██████████
V4	26/11/13	Final with revisions	██████████ ██████████ ██████████	██████████ ██████████	██████████
V5	28/11/13	Final with further revisions	██████████ ██████████ ██████████	██████████ ██████████	██████████

Kennington Park Flower Garden

Outline 10 year Management and Maintenance Plan

Prepared by LUC

November 2013

Planning & EIA
Design
Landscape Planning
Landscape Management
Ecology
Mapping & Visualisation

LUC LONDON
43 Chalton Street
London NW1 1JD
T 020 7383 5784
F 020 7383 4798
london@landuse.co.uk

Offices also in:
Bristol
Glasgow
Edinburgh



FS 566056
EMS 566057

Land Use Consultants Ltd
Registered in England
Registered number: 2549296
Registered Office:
43 Chalton Street
London NW1 1JD
LUC uses 100% recycled paper

Contents

1	Introduction	1
	Background	1
	Purpose of the plan	1
	Structure of the plan	1
2	History and context	3
	Outline history	3
	Significance of the Garden	4
3	Background & management information	5
	Development plan policy context	5
	Leases and covenants	6
	Current use	6
4	Current management	9
	Current management structure	9
	Existing costs	11
5	Issues and their resolution	13
	A welcoming place	13
	Healthy, safe and secure	13
	Clean and well maintained	13
	Sustainability	14
	Conservation and heritage	14
	Management	15
6	The restoration scheme	16
	The restoration proposals and management objectives	16
	Activity Plan – ‘Blooming Together’	16
7	Proposed management	19
	The management vision	19
	Proposed management improvements	20
	Proposed management structure	20
	Management objectives	21
8	Proposed maintenance guidelines	27
	Soft landscape	27
	Hard landscape	28
	Site furniture and equipment	29
	Proposed costs	30
9	Monitoring, evaluation and plan review	36
Appendix 1		37
	Grounds maintenance contract schedule	37
Appendix 2		46
	Job descriptions	46

Tables

Table 4.1: Current annual maintenance costs for the Flower Garden	11
Table 7.1: Management objectives	22
Table 8.1: Proposed annual maintenance costs for the Flower Garden	30

Figures

Figure 1.1: Location plan and study area	2
Figure 3.1: Designations and public rights of way	7
Figure 3.2: Existing site	8
Figure 4.1: Kennington Park management structure	10
Figure 6.1: Landscape masterplan	17
Figure 6.2: Tree, shrub and plant removals	18
Figure 8.1: Maintenance plan	35

1 Introduction

Background

- 1.1 The 'Old English Garden' which is now known as the 'Flower Garden' is situated within the south western corner of Kennington Park which is recorded as Grade II on English Heritage's Register of Historic Parks and Gardens of Special Historic Interest in England. Kennington Park Flower Garden is located in the highly populated London Borough of Lambeth within the Oval Ward and is situated between Kennington Park Road and St Agnes Place as shown in **Figure 1.1**.
- 1.2 The Flower Garden itself is located on the eastern side of the park and just south of the refreshment house. Kennington Park Flower Garden is 0.28 hectares and the surrounding Park is 14.4 hectares.

Purpose of the plan

- 1.3 LUC and Lambeth Council have prepared this Management and Maintenance Plan for Kennington Park Flower Garden to fulfil the requirements of the second stage of the Heritage Lottery Fund (HLF) awards under the Public Parks Initiative.
- 1.4 This Management and Maintenance Plan accompanies, and has been informed by, the other documents in the second stage submission to the HLF undertaken by the project team (LUC, Lambeth Council and the Friends of Kennington Park) which include the Conservation Statement, Access Statement and an Activity Plan 'Blooming Together'.
- 1.5 As well as following the HLF Management and Maintenance Plan guidance (2012), the format and content of this Management and Maintenance Plan also follows guidance provided in "Raising the Standard" – The Green Flag Award Guidance Manual (updated 2009).
- 1.6 The success of the second stage bid to the HLF for funding would enable the necessary works to be carried out to physically restore Kennington Park Flower Garden and to tackle existing access, anti-social behaviour and maintenance issues. The aim of the project is 'to enhance the Garden, in a manner which celebrates the past while also satisfying the needs and aspirations of contemporary site users'.
- 1.7 This Management and Maintenance Plan has been written to cover the restored landscape for a 10-year period. The Plan will be revised at the third stage of the HLF process and reviewed again at year 5 of operation.

Structure of the plan

- 1.8 The Plan begins by setting out the historic context and significance of the Garden along with the present strategic and policy background information.
- 1.9 A summary is given of the proposed restoration works (detailed in the landscape proposals, LUC, 2013), highlighting the overall design vision and associated management objectives for the Garden. The management structure and maintenance requirements are detailed to ensure that the objectives are achieved, to safeguard the restored landscape for the future and to provide a pleasant experience for visitors to and users of the Garden.

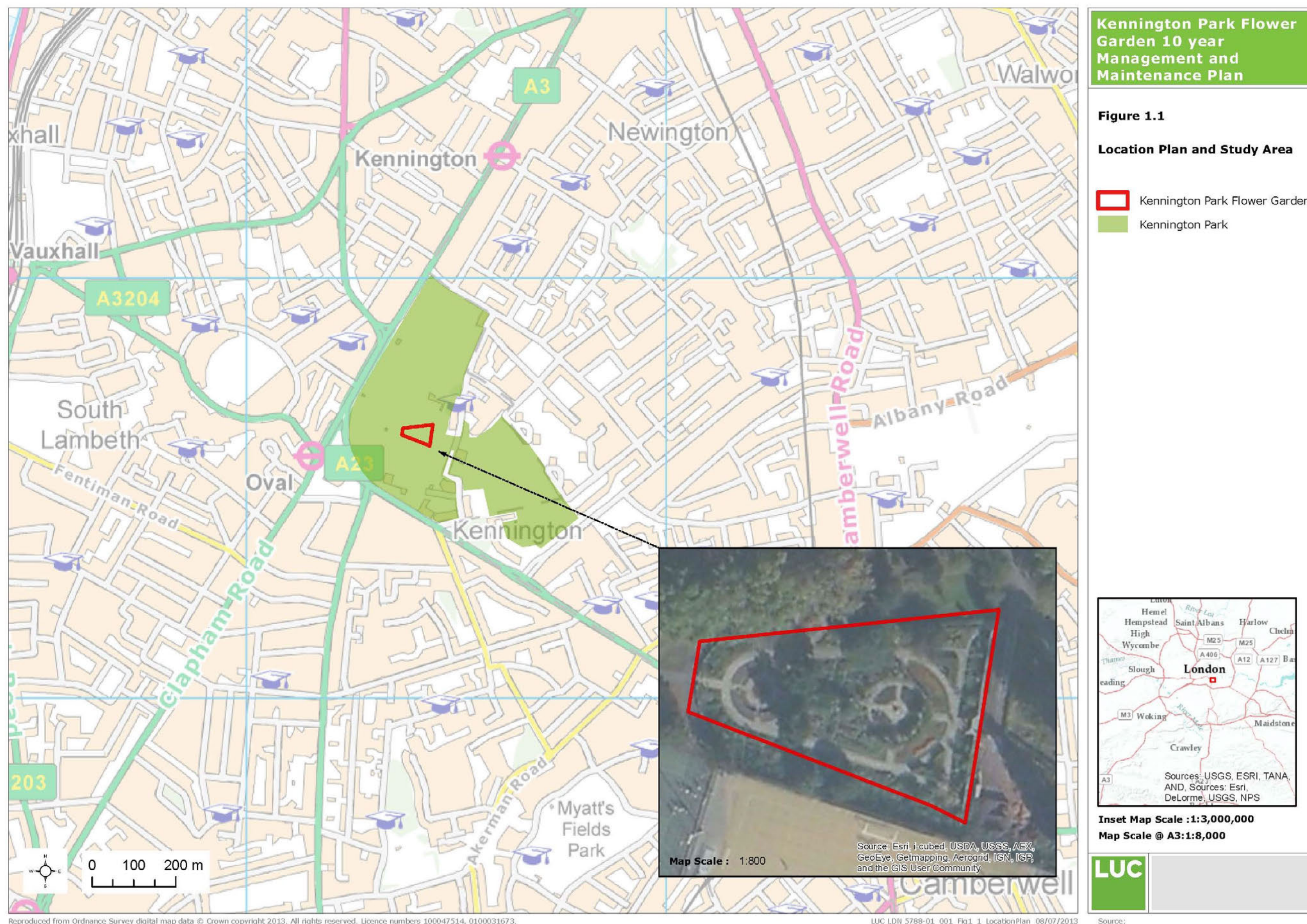


Figure 1.1: Location plan and study area

2 History and context

Outline history

- 2.1 This section contains a summary of the key historical events at Kennington Park Flower Garden and key dates from Kennington Park. It also includes a statement of significance. The historical background is explained in greater detail in the Outline Conservation Statement.
- 2.2 Key events are as follows:
- 1600:** First mention of Kennington Common
 - 1724-85:** Various cricket matches held on the common
 - 1824:** St Mark's Church was built on the old gallows corner of Kennington Common
 - 1848:** 10th April - Chartists gathered for their biggest 'monster rally'
 - 1854:** Kennington Park created by enclosing the common, creation of paths and planted – mostly with sapling London Plane trees
 - 1887:** Kennington Park maintenance passed over to London's Metropolitan Board of Works
 - 1889:** Kennington Park passed to London County Council
 - 1897:** The Arts & Crafts style café building built
 - 1899:** First all-night illuminated footpath through a public park built
 - 1914:** Railings were removed for war use
 - 1920: Kennington Park Extension Committee formed who bought land in 1921 that became the swimming pool, Flower Garden and children's playground**
 - 1924:** The War Memorial at Kennington Park Place Gate is unveiled
 - 1929: Flower Garden begins to be laid out**
 - 1930:** January – extension site cleared except for one house (35 Camberwell New Road), retained for the Education Committee
 - 1930: The scheme for the layout of the extension approved and construction of the Flower Garden and Lido begins, at a cost of £9,645**
 - 1931: The 'Old English Garden', Lido and Play Area are officially opened**
 - 1930s:** Wooden shelter built (replaced in the 1950s and repaired at the end of 2006)
 - 1938: Report values the garden as a quiet spot**
 - 1938:** A trenched air raid shelter is dug in the South Field of Kennington Park
 - 1939:** Dig for Victory allotments created on North Field of Kennington Park
 - 1939-45:** Iron railings around the north and south game pitches removed during the Second World War
 - 1940:** The park's air raid shelter takes a direct hit on 15 October. Over 100 were people killed and many bodies were not recovered
 - 1947:** The air raid shelter trenches were filled in
 - 1960s:** Park extension (Kennington Park East)
 - 1965:** London County Council became the Greater London Council (GLC)
 - 1971:** Control of the park passes to Lambeth Council
 - 1988:** The much loved but neglected swimming pool is closed, filled in and covered with tennis courts

1994: The lido was demolished and replaced with tennis/netball/football courts

1995: Works to the Flower Garden including additional entrance added with circle feature, overgrown planting removed, planting style changed to a 'botanical' theme

1995: Claire Askwith thesis on Kennington Park (for Diploma in Conservation of Historic Landscapes from the Architectural Association), includes comments on the works in progress

1997: A 16-page pamphlet on the park's history from a working class viewpoint written and published by Stefan Szczelkun. In the following year it sells over 1,000 copies in local newsagents and bookshops

2002: The Friends of Kennington Park formed to help protect the fabric of the park and prevent further decline

2005: Squatters living at St Agnes Place evicted and the terraced houses demolished

2006: A Green Link between the historic park and the extension is planted and opened

2011: Green Flag Award achieved for Kennington Park

2012: Survey conducted by the Friends revealed importance of the garden to the public

2012: Friends successfully acquired HLF Stage I funding for the Flower Garden

2013: St Agnes Place is re-aligned, building scheduled to start on the new One O' Clock Club and Adventure Playground by the Green Link and a new housing development along St Agnes Place

Significance of the Garden

Landscape and Architectural History

- 2.3 The Flower Garden was, and arguably still is, the most ornamental area of the Park and one of its horticultural highlights. The garden retains the key layout and skeleton of the original features from its completion in 1931. The concept originated from the Head of London County Council Parks Lt. Colonel J.J. Sexby's layout for the remodelling of the walled garden in Brockwell Park, also in Lambeth. It is still visited by the public despite missing important elements such as the pond and sundial that gave it its original charm.
- 2.4 Precedents for the features found within Kennington Park Flower Garden are found in the works of Jekyll, Lutyens, Thomas Mawson and Inigo Triggs, as documented in books such as *Garden for Small Country Houses* and *Mawson's The Art and Craft of Garden Making* (1900). Mawson had advocated and used features such as the sundial focal point, pavilions and summer-houses as terminations to walks, pergolas and strong axial designs. Stone paving with random joints was one of Jekyll and Weaver's regularly proposed paving methods.

Recreation and Amenity

- 2.5 The Flower Garden's ambience provides a suitable setting for passive, informal recreation. People often walk through the Garden while others stop to lunch and read or play. The Garden are of local horticultural and ecological value, a breathing space in an area relatively absent of nearby green space.

Trees

- 2.6 Kennington Park Flower Garden has recently been used for various memorial projects including the dedication of benches within the circular pergola and the planting of a pair of trees, in memory of a local transport union worker with a plaque 'Life is beautiful - enjoy it to the fullest'.
- 2.7 Historically the Flower Garden included pairs of pomegranate bushes (*Punica granatum*), ornamental *Prunus* and *Juniperus* 'Boulevard' and specimens of *Aesculus indica*, *Liquidamber orientalis* and *Amelanchier laevis*. Fortunately the pomegranate bushes, Indian Horse Chestnut and *Amelanchier* remain. Currently London Planes, Lilacs, Fig, Juniper and Tree of Heaven are situated within the vicinity.

3 Background & management information

Development plan policy context

- 3.1 The Current Local Plan for the area is made up of Lambeth's Core Strategy 2011 and saved Unitary Development Plan (UDP) policies. The London Borough of Lambeth has also started work on a new Lambeth Local Plan which will eventually replace the Core Strategy and saved UDP policies.
- 3.2 Kennington Park as a whole is classified as a Public Open Space in the Lambeth Unitary Development Plan (August 2007). It is also a District Park in the London Plan and a Local Park in the Lambeth Open Spaces Strategy (OSS), a category below that of Major Park. According to OSS typology, the distinction derives from a size threshold (20 ha), the range of amenities available, size of catchment area and the extent of use.

Designations

English Heritage Register of Parks and Garden of Special Historic Interest in England

- 3.3 Kennington Park, is on the English Heritage Register of Parks and Garden of Special Historic Interest in England, registered as Grade II. This reflects the number of architectural, cultural and landscape features of historical significance, one of which is the Flower Garden. The registered boundary is shown in **Figure 3.1**.

Listed Buildings

- 3.4 There are no listed buildings within the Flower Garden. However the following listed buildings lie within Kennington Park (refer to **Figure 3.1**):

Feature no.	Feature name	Summary	Status
1	Decorative column on west side of Kennington Park	List entry no: 1080382. Formerly a Doulton fountain, shown at the International Exhibition, 1869.	Grade II Listed Building
2	Lodge at entrance to Kennington Park	List entry no: 1185790. C1851 with alterations of 1898 two storey lodge. Designed by H Roberts for Prince Albert to display working class housing at the 1851 Exhibition.	Grade II* Listed Building

Conservation Area

- 3.5 Kennington Park is located within an existing Conservation Area for Lambeth, known as "St. Marks Conservation Area" (Code CA11). The Conservation Area covers over 50% of the park and also includes the Flower Garden as shown in **Figure 3.1**. This means that any changes or developments within or affecting the park must be considered in terms of any adverse impacts upon the Conservation Area's status.

Public Rights of Way

- 3.6 No public rights of way are known to exist within the Flower Garden, and all paths are permissive. However, the 'Midnight Path' is a public right of way which runs from Kennington Park Road to St. Agnes Place (east to west) bisecting the centre of the park. This is kept open 24 hours a day and lit at night. The 'Midnight Path' is the responsibility of Lambeth Council's Highways and Streetcare divisions. This path is shown in **Figure 3.1**.

Leases and covenants

- 3.7 There are no covenants relating to Kennington Park Flower Garden.

Current use

Park opening times

- 3.8 Kennington Park is open from 7.30am (or earlier) until approx. 15 minutes before sunset (varies from 4.15pm to 9.15pm)

Getting to the park

- 3.9 The park can be reached through the use of public transport with the following stations/stops nearby:

Tube: Oval (Northern Line), 0.1 miles

Rail: Vauxhall, 0.1 miles

Bus: 3, 36, 59, 133 155, 159, 185, 333 and 436

Facilities

- 3.10 Kennington Park contains the following facilities for recreation within the wider park: Tennis courts; sports pitches; adventure playground; and Charlie Chaplin Adventure Playground. In contrast, the Garden is designed for quiet contemplation and feature ornamental planting surrounding a pergola, sundial and pavilion. The existing site features are shown in **Figure 3.2**.

Events and activities

- 3.11 The main activities for which the Flower Garden is used include walking, sitting and lunch. In addition, the Garden is also used for work/study, socialising and playing. Kennington Garden Society often hold meetings in the Garden.

Groups and organisations

- 3.12 The principal groups which have worked directly within the flower garden include the following:
- The London Borough of Lambeth
 - Friends of Kennington Park (including gardening group)
 - Roots and Shoots (horticultural trainees)
 - Veolia Environmental Services
 - Technical volunteers
 - Business volunteers

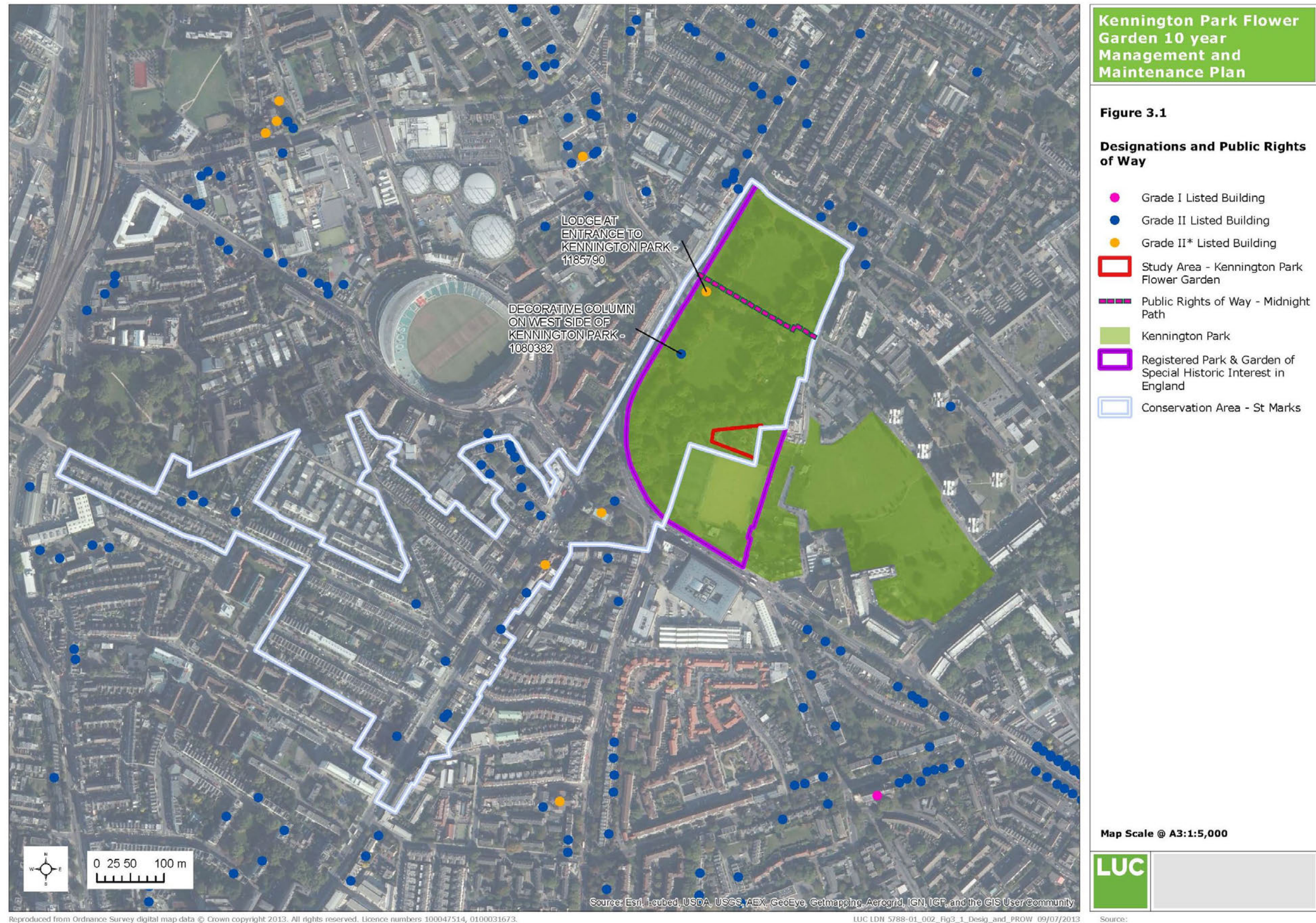


Figure 3.1: Designations and public rights of way

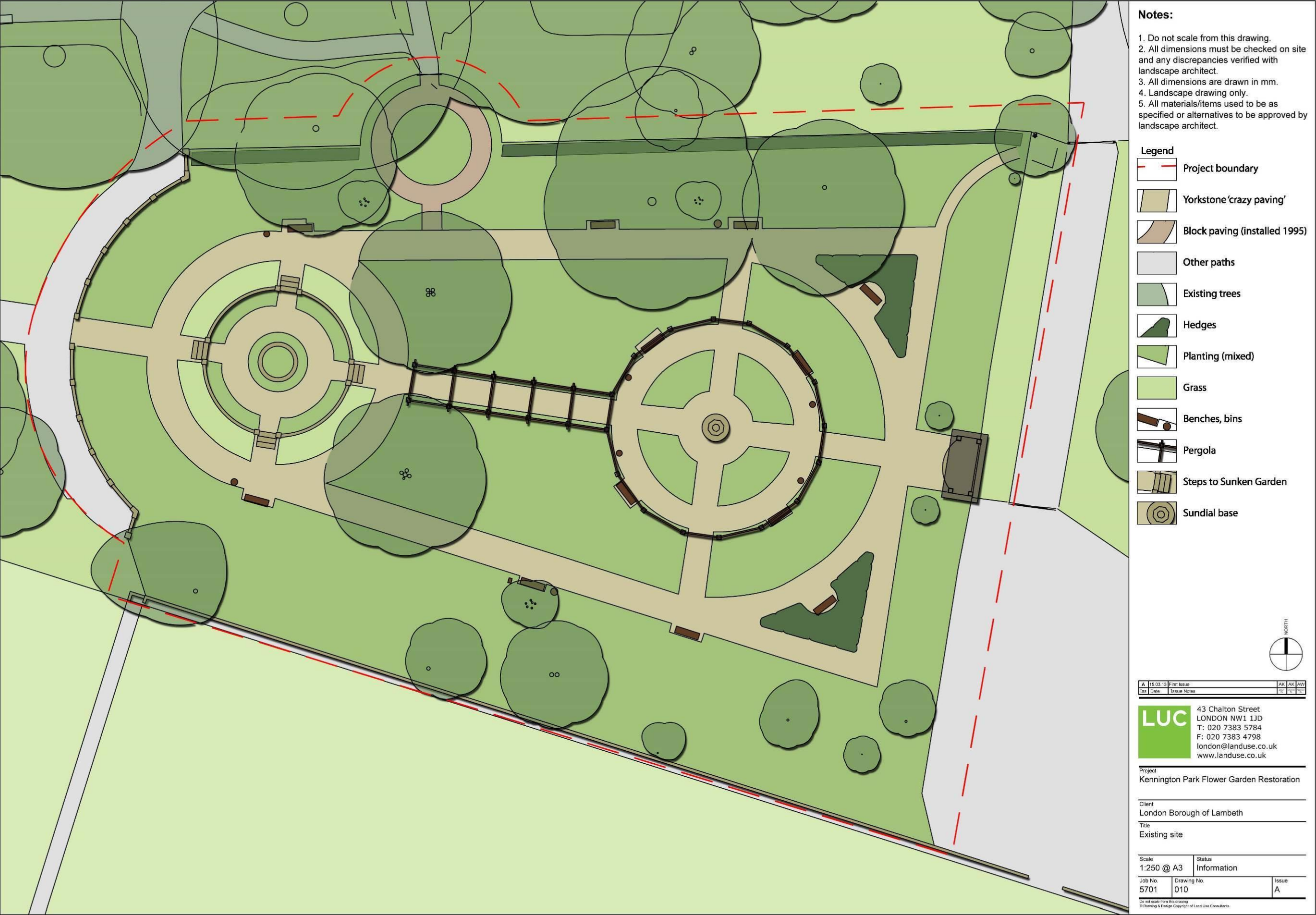


Figure 3.2: Existing site

4 Current management

- 4.1 This section outlines the current management maintenance operations carried within the Flower Garden.

Current management structure

Area Parks Manager

- 4.2 Kennington Park comes under the 'Lambeth Parks Central Area'. There are 16 sites within the region which is monitored by a dedicated Area Parks Manager. This post is responsible for monitoring performance of the grounds maintenance contractor to ensure the required standards of cleanliness, horticulture and general repairs in the park as set out in the Park Service Standards are achieved. It is also the responsibility of the manager to undertake rectifications and defaults based on the contract. The Area Parks Manager meets with grounds maintenance contractor on an at-least weekly frequency to address any maintenance or safety issues relating to the park.
- 4.3 In addition to monitoring the grounds maintenance contract, the Area Parks Manager manages a range of capital and other projects at Kennington Park and is the direct point of contact with the Friends of Kennington Park in terms of issues relating to site maintenance, responding to elected councillor enquiries or those from the Police, adjacent landowners and other members of the public.
- 4.4 The Area Parks Manager is also supported at Kennington Park by the Parks Project Officer (Communities & Education), in terms of developing community projects, volunteering, biodiversity and marketing. **Figure 6.1** illustrates the existing management framework with brief role descriptions.

Current grounds maintenance contract

- 4.5 The grounds maintenance contract is currently held by Veolia Environmental Services, which includes activities such as mowing areas of amenity grass, weed killing and emptying bins. Contractor staff are based permanently at Kennington Park and are supported by regular visits from mobile teams, who assist with activities including litter collection, grass cutting and dog waste removal. Tree maintenance is contracted out to City Suburban.
- 4.6 The grounds maintenance contract schedule is in adherence to BS5370-3: 1991 Maintenance of Amenity and Functional Turf, BS3936-7: 1989 Specification for Bedding Plants and BS7370-4: 1993 The maintenance of soft landscape. See **Appendix 1** for existing Grounds Maintenance Contract Schedule.
- 4.7 Although maintenance teams are highly mobile there are five core members of contractor staff within Kennington Park who also assist with the Flower Garden as and when required. The Friends of Kennington Park help support the maintenance resource with extra volunteer gardeners as required during peak periods (spring and autumn).

Friends of Kennington Park

- 4.8 Since 2002 the Friends of Kennington Park have provided an important and successful role in securing and raising funding for park improvement projects throughout Kennington Park including the Flower Garden. They are well recognised for their expertise in marketing and communication with the community and liaising with stakeholders. The Friends of Kennington Park are the official user representative body for Kennington Park, in terms of consultation with the council and other stakeholders. The excellent working relations between the Friends, site staff and police should continue.
- 4.9 The Friends group also have an important role in the delivery of horticultural tasks and are occasionally supported by business volunteers, which has helped to keep the garden in some degree of shape but has not facilitated the large scale replacement of planting that is required.

Other contract arrangements

- 4.10 Management of facilities is commissioned at a borough-wide level and is carried out by Balfour Beatty Facilities Management (BBFM) under the Total Facility Management Contract. There are two budgets namely for Preventative and Planned Maintenance of Buildings and Infrastructure in Parks and Preventative Maintenance of Sports and Leisure Facilities. BBFM deal with ad hoc repairs, maintenance and cleaning of facilities and structures including toilets and public buildings.

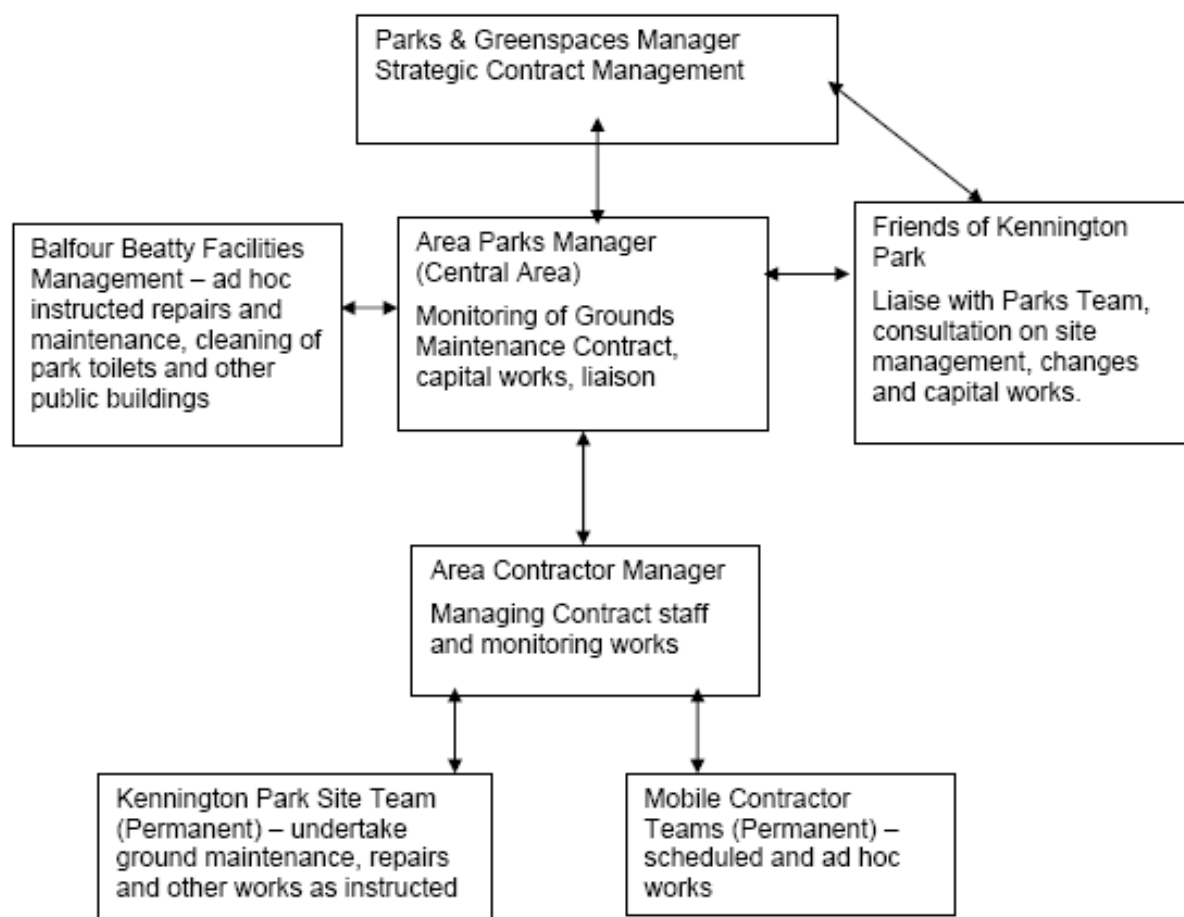


Figure 4.1: Kennington Park management structure

(taken from Lambeth Parks & Greenspaces. Kennington Park Management Plan 2011 – 2016)

Existing costs

- 4.11 An estimate of the existing maintenance costs for the Flower Garden is shown in **Table 6.1** below. These have been calculated using existing grounds maintenance contract rates provided by Lambeth Council with the quantities calculated for the Flower Garden only. However it should be noted that the rates used are from the contract for the whole of Kennington Park and therefore, due to economies of scale, the rates may well be lower than the actual costs for maintaining the Garden as a separate element. In addition to these annual maintenance costs, Lambeth Council has a capital budget of £14,000 to carry out repairs and replacements within Kennington Park, including the Flower Garden.

Table 4.1: Current annual maintenance costs for the Flower Garden

Item	Performance standard	Quantity	Rate (£)	Unit	Total
Soft landscape					
Amenity grass					
Grass management	Amenity grass	191	0.066	m2	£13
Ornamental planting - herbaceous perennials					
Herbaceous perennials	Herbaceous planting	1,727	6.643	m2	£11,472
Waste management	Litter collection	1,727	0.160	m2	£276
Ornamental planting - seasonal bedding					
Seasonal bedding	Planting beds	67	56.827	m2	£3,807
Waste management	Litter collection	67	0.160	m2	£11
Ornamental planting - shrubs					
Shrub maintenance	Shrub beds	60	3.330	m2	£200
Waste management	Litter collection	60	0.160	m2	£10
Ornamental planting - roses					
Rose maintenance	Rose beds	20	8.747	m2	£175
Waste management	Litter collection	20	0.160	m2	£3
Ornamental planting - hedges					
Hedge maintenance	Hedges - Yew	30	0.529	m2	£16
Waste management	Litter collection	30	0.160	m2	£5
Ornamental planting - hedges					
Hedge maintenance	Hedges - Mixed	53	3.624	Lm	£192
Waste management	Litter collection	53	0.160	m2	£8
Saplings, semi- and mature tree maintenance					
Tree maintenance	Trees	20	18.341	no	£367
Hard landscape					
Paved areas					
Hard standing maintenance	General hard standing maintenance	660	0.311	m2	£205
Buildings					
Pavilion	Pavilion cleaning	17	10.462	m2	£178
Site furniture and equipment					
Pergola					
Pergola	General pergola (furniture and fittings) maintenance	49	9.423	m2	£462

Item	Performance standard	Quantity	Rate (£)	Unit	Total
Benches					
Benches	General benches (furniture and fittings) maintenance	13	26.385	no	£343
Litter bins					
Waste management	Litter and dog bin emptying	8	239.270	no	£1,914
Bins	General bins (furniture and fittings) maintenance	8	26.385	no	£211
Gates					
Gates	General gates (furniture and fittings) maintenance	2	26.385	no	£53
Signage					
Signage	General signage (furniture and fittings) maintenance	1	26.385	no	£26
Fencing, railings & walls					
Fencing, railings & walls	General fencing, railings and walls maintenance	238	0.879	Lm	£209
Total					£20,157

5 Issues and their resolution

- 5.1 This section outlines the key management issues affecting the Garden and identifies how the restoration proposals will help alleviate these.

A welcoming place

Issues

- 5.2 The Flower Garden was one of the most ornamental areas of the Park and one of its horticultural highlights. Although the skeleton of the original features remain, important elements have become lost or are in need of restoration. For example the circular stone and timber pergolas are now in a state of decay, the sundial is an unfinished pedestal and the pond has been filled with planting. In addition the Yorkstone pathways have become uneven with grass growing in the joints, creating a potential hazard for users.
- 5.3 Horticultural areas have also become somewhat “down-at-heel” with the plant beds having lost their perfect edges and many are now bare soil. Many of the plants and trees that have survived are in poor condition or require attention to bring them back into the scale of the Garden. The planting in general has lost its way and no longer follows the original design intent or that introduced in the 1995 improvements. The 2011 Green Flag assessment cited the poor condition of the Flower Garden as a negative aspect of the park, and whilst visitor numbers to the park have increased, there has been a decrease in those stopping in the Flower Garden.
- 5.4 The extension of Kennington Park to the east has created new routes that need to be linked with the Flower Garden to improve access and visitor numbers. However, the Garden can still look attractive in the summer and is generally the quietest and most tranquil spot to sit and relax in the park.

Management action

- 5.5 The restoration proposals will seek to reintroduce and restore elements of the original features. Works include improvements to surfaces, restoration of the pergola and sundial, the replacement of seating and the creation of an eastern entrance to Kennington Park Flower Garden (‘green link’). An Activity Plan has been prepared to support the physical restoration works and to encourage greater community involvement in Garden.

Healthy, safe and secure

Issues

- 5.6 In the past, the Garden has experienced problems with anti-social behaviour and has been used by street drinkers, rough sleepers and drug users. These groups tended to intimidate visitors to the Garden with drug use paraphernalia (needles etc.) posing a significant health & safety threat to other users. However, recent attempts by Lambeth Council and the Friends group have helped to dissipate these problems and the Garden is now a safe place to visit and violent incidents or acts of vandalism are rare.

Management action

- 5.7 It is hoped that the implementation of the restoration proposals, combined with appropriate levels of management and maintenance, will encourage greater use of the Garden and will help ensure that the antisocial issues once experienced within Garden do not return.

Clean and well maintained

Issues

- 5.8 Landscapes are constantly changing and evolving and all plant material/hard landscape elements have life cycles. All such elements require careful management/maintenance and renewal to perpetuate the design intention. It is also essential that the design intention is made clear to those who are maintaining the landscape.

5.9 A number of issues are affecting the current standards of maintenance and cleanliness:

- Weeding: A large number of weeds were evident in the Garden indicating that the current allowance for maintenance visits is insufficient in this respect both within the borders and between the paving slabs. There are also invasive weeds such as bindweed present within the borders.
- Ornamental Planting: Many of the herbaceous borders and shrubs that are planted in the perimeter beds have become 'leggy' and are also causing parts of the garden to become unnaturally dark, making it difficult to grow good grass cover. There is an evident lack of horticultural skills utilised with the Flower Garden.
- Litter: There is litter on site in places but particularly near the pavilion where anti-social behaviour and drinking occurs. Generally the site is well cleared of litter.
- Structures: The structures including the pavilion and pergola are in some disrepair. The significant lengths of internal and external boundaries require attention in some places, particularly the timber fencing that encloses the east of the site. The paths throughout the site are uneven with open joints and generally in poor condition. Entrances and their associated gates are generally in a poor condition.

Management action

5.10 Whilst the proposed restoration works will improve the overall presentation of the site resolving a number of the above issues, the future of the Garden depends on the effective implementation of the objectives and maintenance guidelines set out in this Plan. It will be essential that the maintenance operations are carried out by skilled horticultural staff.

Sustainability

Environmental management

Issues

5.11 Peat use is discouraged within the park. The Lambeth Grounds Maintenance Contract specifies that a contractor must purchase and use peat-free materials for horticultural activities, and use compost derived from recycled green waste produced locally or brought in from a reputable source, of sufficient quantity and quality to undertake mulching and weed suppression. Lambeth Council's grounds maintenance contractor has a policy that all plants put into any parks and open spaces are grown and supplied in peat-free compost.¹ Pesticides are used where necessary but they are on an approved list and spot treatment is carried out.

Management action

5.12 Lambeth Council and its waste management contractor Veolia Environmental Services are working in ongoing partnership to maximise the amount of green waste converted into compost and mulch.

Conservation and heritage

Issues

5.13 Specific features of the garden at Kennington Park Flower Garden have been lost over time e.g. sundial and lily pond. Some of these losses have had a negative impact on the overall quality of the designed landscape and these areas now need to be reviewed. There has also been a deterioration of some of the built features including the pergola, pavilion and paving.

5.14 The ornamental planting provides a valuable habitat for pollinators within the Flower Garden. However there are also opportunities to increase biodiversity through increasing habitats.

Management action

5.15 Restoration of key features and enhancements to existing features will be part of the restoration proposals. The Friends of Kennington Park are currently in discussion with City and Guilds School of Art about the reinstatement of the sundial. Future management will need to be at a sufficient level to conserve the restored features.

¹ Lambeth Parks & Greenspaces. *Kennington Park Management Plan 2011 – 2016*

- 5.16 Bird and bat boxes as well as insect houses could be installed in appropriate locations.

Management

- 5.17 The Flower Garden is an ornamental enclave of the Kennington Park. It offers opportunities for quiet contemplation and recreation whilst contributing to the heritage and ecology of the wider Park. The restoration works will aim to restore and enhance these elements whilst providing a programme of educational activities and events.
- 5.18 On completion of the restoration works it will be important to manage and maintain the Flower Garden in accordance with the policies in this document. Management and Maintenance operations will be set at a level which conserves the restored landscape and delivers the range of events and activities outlined in the Activity Plan.
- 5.19 Community involvement in the management of the Garden and delivery of activities should be encouraged, complementing the work carried out by the grounds maintenance contractor. It will be important to ensure the Friends group continue to have an active role in the future management.
- 5.20 Management and maintenance operations and activities will need to be monitored on an annual basis and progress reviewed.

6 The restoration scheme

- 6.1 This section will provide a summary of the restoration strategy and objectives for the Garden, summarising the works proposed as part of the second stage application to the HLF. The management objectives follow, describing how the restored landscape will be effectively managed and maintained.

The restoration proposals and management objectives

- 6.2 The physical condition of the Garden has deteriorated due to a combination of factors, including the age of the structures/ fixtures, anti-social behaviour and the reduced level of horticultural operations. The pergola and pavilion currently require repairs and key features are missing such as the sundial and lily pond. The crazy paving is also in poor condition with signage and access lacking. Without any investment in the physical elements, the quality of the space will decline further, resulting in less use by residents and the public and a possible increase in anti-social behaviour as fewer people visit.
- 6.3 The restoration proposals have taken into consideration the historic context and setting as well as the needs of people using the Garden and the current issues relating to the condition, use and management in its modern day context. The proposals for the Flower Garden include the following works:
- Repair the roof of the pavilion and create an additional entrance point.
 - Assess the pergola and repair as required with the addition of new climbers.
 - Reinstall the sundial with the support of the Friends group and the City of Guilds.
 - Re-lay the 'crazy' and radial Yorkstone paving in places and re-joint elsewhere.
 - Replace fencing and boundary hedges.
 - Carefully select trees and shrubs to retain or improve existing planting displays. Clear beds to make way for new planting schemes that combine elements of the original vision and a style appropriate to today's environment. Consider the use of grass to provide informal seating areas.
 - Provide new benches and bins to replace old items as required. Items such as the curved benches within the Yew hedges will be installed as originally intended.
 - Deliver a signage package that is educational and interesting without being overly visually intrusive. The carefully designed and located interpretation boards will explain the importance of the Garden's heritage and ecological features without becoming a dominant element.
 - Maintain the restored Flower Garden to ensure the successful establishment of plants and the longevity of the heritage features.
- 6.4 The proposed restoration works are illustrated and summarised on Figure 6.2 Landscape Masterplan and in Figure 6.2 Tree, Shrub and Plant Removals.

Activity Plan – 'Blooming Together'

- 6.5 In addition to the physical restoration of the Garden, a key priority of the restoration proposals will be to improve the social and community activity associated with the Garden drawing on its heritage and conservation as a source of ideas and energy. The Activity Plan contains a detailed Action Plan to guide community engagement and marketing activities, which will support the objectives of this Management and Maintenance Plan.

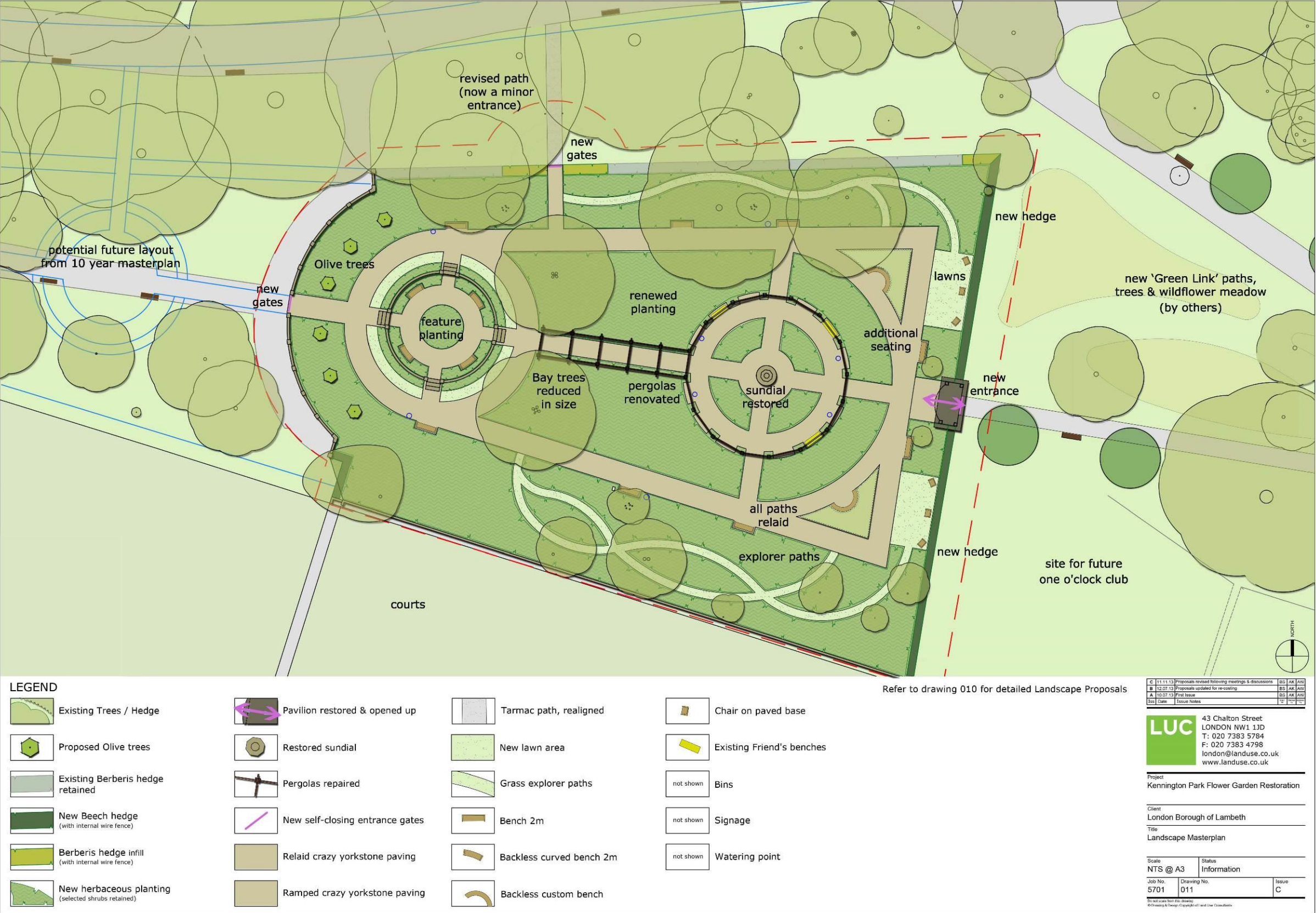


Figure 6.1: Landscape masterplan

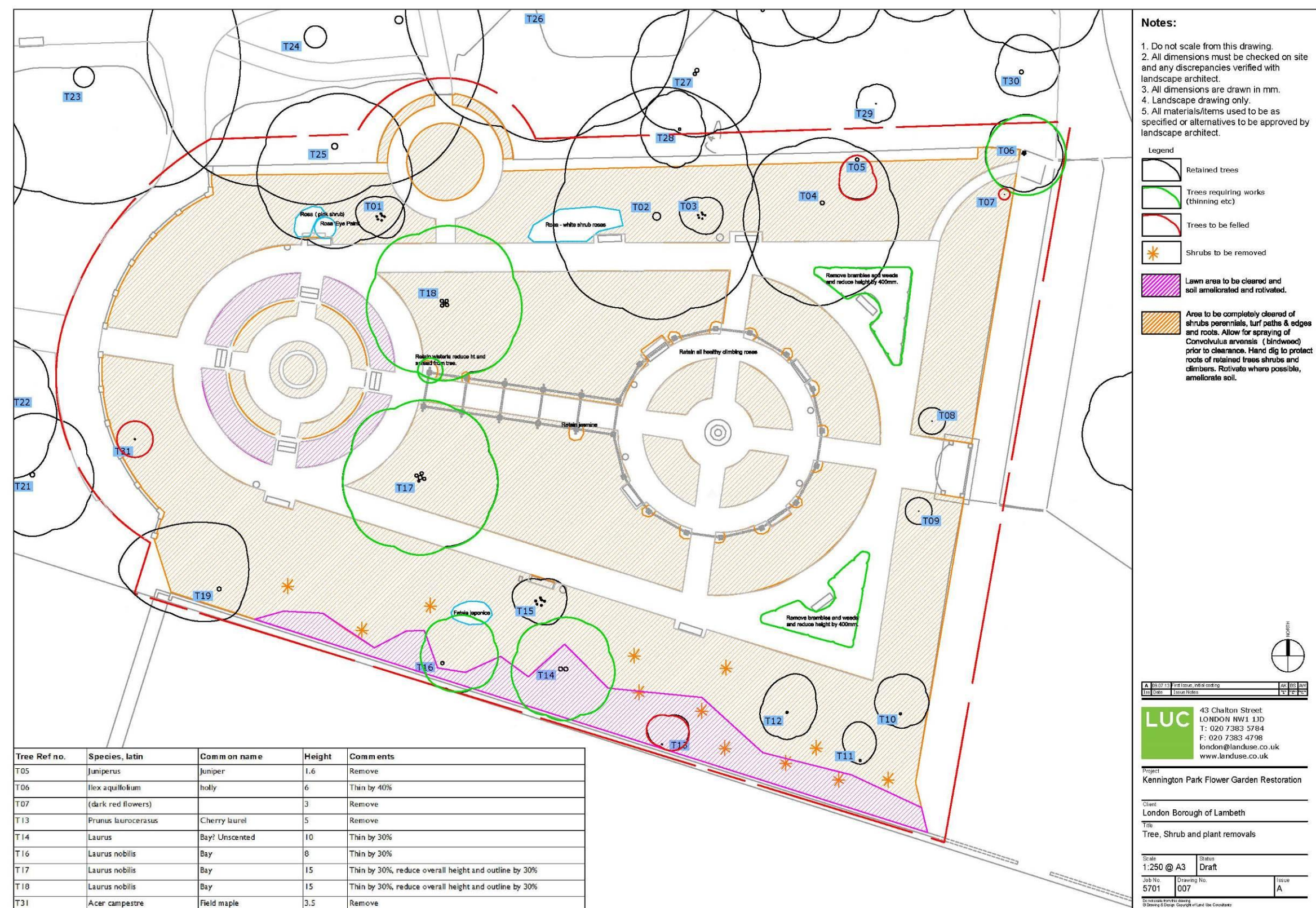


Figure 6.2: Tree, shrub and plant removals

7 Proposed management

7.1 For the Garden to achieve its full potential of use and benefit to the community and to arrest the decline in appearance, a more ambitious approach to management is required with more intensive levels of maintenance and with greater attention given to improved horticulture standards. In this section, suggested changes to the management of the Garden are discussed which aim to resolve the management issues:

- Ensure the Garden is managed and maintained in a manner which demonstrates good horticultural practices and promotes the ecological, recreational and amenity value of the site;
- Allow effective management of the issues and restoration proposals with the resources and flexibility to respond to change in the future;
- Ensure the implementation of the activities within the Activity Plan.

The management vision

7.2 The overarching vision which will guide the future management of the Flower Garden is as follows:

"To build upon the process started by the restoration works, safeguarding and reinforcing the improved landscape; preserving the historic features whilst managing the landscape to cater for and endure increasing community involvement and public use."

7.3 The overall intention is to achieve appropriate levels of management with emphasis upon:

- High quality maintenance that conserves the semi-formal 'garden' character of Kennington Park Flower Garden;
- Horticultural excellence delivered by grounds maintenance contractors with support of the Friends group and directed/ monitored by the London Borough of Lambeth;
- Strengthen links with the Friends group and encourage greater community involvement through the delivery of a dedicated events and activities programme;
- An accessible, safe and secure environment for informal use by the public;
- Conservation and enhancement of the nature conservation value of the Garden;
- Staff and volunteers are adequately trained with the skills and knowledge required.

7.4 The following aims show how these visions relate to critical aspects of the Garden and their use.

Management aims

7.5 The management aims have been developed using the criteria of the Green Flag Award which provides a benchmark for all good quality public open spaces:

1. To positively welcome people into the Flower Garden in terms of both physical and social access.
2. To ensure a healthy, safe and secure experience for Flower Garden users.
3. To provide a well maintained and clean Flower Garden.
4. To improve the environmental quality and sustainability of practices carried out in the Flower Garden.
5. To maintain the restored historic landscape character and increase awareness and understanding of the Flower Garden heritage.
6. Ensure all those involved in the management and maintenance of the Flower Garden effectively use the Management Plan as a working document.

Proposed management improvements

- 7.6 Following the proposed landscape restoration and improvement works, the intention is to increase the level of maintenance throughout the Garden. This will require an overall increase in the number of visits made by the grounds maintenance contractor and an improvement in the standard of maintenance. Staff will need the appropriate skills and knowledge to attend to the restored landscape as often as required to comply with the maintenance specification and guidelines.
- 7.7 The current regimes within the Garden will be intensified to ensure the required level of care area achieved. In addition to these current regimes, maintenance will extend to cover the care of the following areas:
- Maintenance of the restored sundial, pergola and pavilion;
 - Maintenance of interpretation panels and signage.
- 7.8 The restoration will also include the addition of six olive trees along the western boundary of the Garden. These trees will be donated and maintained by Theophrastus Social Botany who will also train local people as well as working together with Princes' Trust trainees.

Proposed management structure

- 7.9 To ensure the proposed management improvements described above are attained, there will need to be greater emphasis on grounds maintenance to ensure the resources required to carry out the horticultural tasks are available. There will also be a need to support the programme of activities proposed within the Activity Plan.
- 7.10 The Stage 1 Application proposed to create an apprentice position to help conserve the Garden's heritage. However during the Stage 2 development phase it has proved extremely difficult to secure this funded apprenticeship position. Two applications were unsuccessful primarily due to the uncertainty over future employment within the Garden, and concerns about the mentoring and support during the training period. Furthermore, discussions with the HLF Mentor revealed that it was unclear whether an apprentice would provide the continuity required and, again, there were concerns that there may not be a position for the apprentice within the Garden on completion of the apprenticeship. It has therefore been decided that an alternative approach should be taken to ensure the appropriate management and maintenance of the restored Garden.
- 7.11 It is now proposed that the improvements to the management and maintenance of the Garden will be met through the combination of extending the scope of the grounds maintenance contract and through the recruitment of a Gardening Instructor. There are also proposals to create a Heritage Activities Manager who will lead with the delivery of the recommendations within the Activity Plan particularly with education, events and volunteers.

London Borough of Lambeth

- 7.12 Responsibility for the management and maintenance of the Garden will remain with the London Borough of Lambeth. The existing grounds maintenance contract will be extended to provide for a dedicated gardener who will be based within Kennington Park.
- 7.13 Lambeth Council and the Friends are in a partnership for the long-term and have a history of delivering improvements within the Park. Lambeth Council is developing a cooperative management approach which will formalise the partnership arrangement. This approach will bring together representatives from the Council, ward members, community groups, park users and other groups that provide services in parks. This representative group will become the main decision-making body and will help actively manage park resources.
- 7.14 Lambeth Council will also act as project manager for the HLF project leading the process through the implementation and delivery stages.

The Friends of Kennington Park

- 7.15 The Friends group has a partnership agreement with the Lambeth Council and will continue to have a pivotal role in the management of the Garden. It is hoped that the group will be strengthened by the restoration works and that they will be able to reach out to new volunteers

and supporters. The Friends will take on a project monitoring role during the implementation and delivery stage of the process before taking on a central role in the future management of the Garden. Volunteers from the group will also support the grounds maintenance contractor with the upkeep of ornamental planting displays and the conservation of the sundial. The Friends will also continue to assist with marketing of the Garden and the delivery of the Activity Plan proposals including leading walks and talks. It is hoped that this work will lead to increasing the profile and presence of the Friends in the local community and with new diverse groups.

Gardening Instructor

- 7.16 The Gardening Instructor post will be responsible for mentoring and tutoring a group of volunteers over the course of the heritage participation and learning plan year (as set out in the Activity Plan) to offer good horticultural support to the Garden. The post will be supported by Roots and Shoots who are a local charity offering horticultural training and have been involved with the park since 2009. The work Roots and Shoot carry out is agreed with the Parks Officer and the grounds maintenance contractor and they have actively supported the Friends group with the improvement of horticultural areas within the Garden. The proposed Gardening Instructor will have a strong horticultural background and be used to teaching and mentoring volunteers. Roots and Shoots are already familiar with the Garden having previously helped deliver many improvements within Kennington Park, and are therefore ideal partners for this work. These costs for the first 18 months have been included in the HLF Application.

Heritage Activities Manager

- 7.17 The Heritage Activities Manager (HAM) will support the delivery of the Activity Plan and will focus on the delivery of educational activities and events. The post will also be responsible for the development and delivery of the volunteering strategy so that the volunteers who are attracted to work on the project are skilled and trained and able to respond in innovative and structured ways to meeting and working with the public. In addition the HAM will monitor the success and report on any challenges in delivering, learning and participation about the heritage of the Garden.
- 7.18 The HAM will initially be appointed by Roots and Shoots full-time (5 months) at peak times, then on a sliding scale based on seasons to deliver the Activity Plan. The costs and benefits of basing this post's employment externally will be explored if the Stage 2 bid is successful.
- 7.19 The job description for the HAM is provided in **Appendix 2** and the post will be on the Local Government Scale Senior Officer (SO2).

Management objectives

- 7.20 The following table identifies the management objectives for the Garden and how these meet the management aims identified above. It outlines how each objective will be achieved and who is responsible for achieving them. Where appropriate a timescale is given. The programme will be reviewed annually, and targets monitored to ensure timescales have been achieved.

Table 7.1: Management objectives

1. A Welcoming Place				
Aim: Positively welcome people into the Flower Garden in terms of both physical and social access.				
	Objective	Implementation/ task	Timescale/ frequency	Responsibility
1.1	Maintain and improve interpretative and directional signage within and near the Garden ensuring clear information is available and easily interpreted.	Keep clear of graffiti, update information when necessary and ensure consistency in design. Repair damage, wear and tear.	As required Review information panels on a quarterly basis	Facilities Management
1.2	Ensure the site remains freely accessible and DDA compliant.	Adopt the Activity Plan as a management strategy and adhere to design proposals considering disabled access.	During restoration and ongoing	Area Parks Manager
1.3	Maintain visibility into and across the Flower Garden where appropriate/at specific points to encourage public surveillance.	Carry out vegetation management in accordance with the maintenance schedule.	As required	Area Parks Manager/gardeners/maintenance staff
1.4	Work effectively with access related partners	Arrange an annual review of the Flower Garden with relevant partners	On completion of the restoration works	Area Parks Manager
2. Healthy, Safe and Secure				
Aim: To ensure a healthy, safe and secure experience for Flower Garden users.				
	Objective	Implementation/ task	Timescale/ frequency	Responsibility
2.1	Ensure health and safety policies and risk assessments are in place, in practice and reviewed.	Carry out health and safety risk assessments of all structures, paths, benches, infrastructure and soft landscape areas. Carry out tree safety inspections and keep an up to date record.	Annually	Area Parks Manager & Tree Officers
2.2	Increase the sense of safety and security in the park.	Ensure the Grounds Maintenance staff are provided with training in public liaison, first aid, security measures and career development. Make sure they	At all times	Area Contractor Manager

		have a recognised uniform and sign written vehicles.		
2.3	Liaise with local police to address crime issues and problems at the local level.	Lambeth Community Safety to work closely with police and Area Parks Manager.	As required	Lambeth Community Safety
2.4	Promote the role that Kennington Park Flower Garden plays in improving the quality of life of local residents (e.g. health/ contact with nature).	Develop through Park Friends Group activities.	Refer to tasks detailed under 1. A Welcoming Place above	The Friends of Kennington Park
2.5	Create sense of local ownership by involving the local community in management.	Through Park Friends Group and schools activities.	Refer to tasks detailed under 1. A Welcoming Place above	The Friends of Kennington Park
3. Well Maintained and Clean				
Aim: To provide a well maintained and clean Flower Garden.				
	Objective	Implementation/ task	Timescale/ frequency	Responsibility
3.1	Ensure that the Flower Garden is kept clean and litter free.	Target response times, seek opportunities to incorporate recycling, and adhere to specification for emptying bins.	Daily	Area Parks Manager/ gardeners/maintenance staff
3.2	Have procedures in place to deal with vandalism and graffiti.	Respond to acts of vandalism/graffiti.	Within 7 days or within 24 hours if offensive.	Area Parks Manager
3.3	Grounds maintenance to be delivered to the highest standard throughout the Flower Garden with consideration to specialised items of grounds maintenance.	Carry out all maintenance in accordance with the maintenance schedule. Carry out regular inspections to ensure work is of a high standard Ensure that all staff working at Kennington Park Flower Garden are aware of the content of the management and maintenance plan.	As required by the schedule Daily Ongoing as part of new staff induction process	Area Parks Manager
3.4	Ensure structures are maintained to a high standard.	Carry out all maintenance in accordance with the maintenance schedule.	As required by the schedule	Area Parks Manager

4. Sustainability				
Aim: To improve the environmental quality and sustainability of practices carried out in the Flower Garden.				
	Objective	Implementation/ task	Timescale/ frequency	Responsibility
4.1	Minimise use of pesticides.	Adopt controlled droplet application and spot treatment techniques.	2013	Area Parks Manager & Area Contractor Manager
4.2	Promote wildlife protection, biodiversity management and environmental education/ awareness in line with Biodiversity Action Plans.	Follow Annual Action Plan set out in this Management and Maintenance Plan.	On completion of the restoration works	Area Parks Manager
4.3	Employ and develop management and maintenance practices to promote biodiversity.	Continue to engage Friends Group/educational users in conservation management activities e.g. Provide boxes for birds and bats in appropriate locations.	On completion of the restoration works	Area Parks Manager
5. Conservation and Heritage				
Aim: To maintain the restored historic landscape character and increase awareness and understanding of the Flower Garden heritage.				
	Objective	Implementation/ task	Timescale/ frequency	Responsibility
5.1	Ensure appropriate management of natural features, wildlife and flora, landscape features and structural features.	Ensure all maintenance is carried out according to the maintenance schedule. Train maintenance staff in specialist historic planting/gardening skills.	As required by the schedule On completion of the restoration works	Area Parks Manager & Area Contractor Manager
5.2	Raise awareness of all aspects of the heritage value of the Flower Garden.	Develop information panels, taster sessions and travelling exhibitions and other methods of interpreting the heritage value of the Flower Garden.	Refer to tasks detailed under 1. A Welcoming Place above	Heritage Activities Manager
5.3	Protect the fabric and historical integrity of the flower garden.	Carry out maintenance in accordance with the maintenance schedule.	As required by the schedule	Area Parks Manager/gardeners/maintenance staff
5.4	Ensure that all Flower	Implement proposals for display	During	Heritage Activities

	Garden visitors gain a general awareness of the park's landscape and natural heritage with the target of raising the level of awareness and value placed by users on heritage.	and in situ interpretation. High priority given to heritage in 're-launch' of the Flower Garden.	restoration and ongoing	Manager & Friends of Kennington Park
5.5	Create opportunities for further exploration for visitors who want a more extensive knowledge and understanding of the Flower Garden heritage.	Prepare and present educational events including 'Green heritage: then and now', 'Planting patterns and garden design: past and present', 'Restoring lost treasures: understanding sun dials and fountains', 'Making pictures – using mosaics to interpret the heritage', 'Kennington Flower Garden Stories', 'Bridging the gap – young and old talk about Garden and life' and 'Network gardening – the Sexby connection'. Assess value of producing more sophisticated publications and begin to implement a further publications programme if required.	On completion of the restoration works	Heritage Activities Manager & Friends of Kennington Park

6. Management

Aim: Ensure all those involved in the management and maintenance of the Flower Garden effectively use the Management Plan as a working document.

	Objective	Implementation/ task	Timescale/ frequency	Responsibility
6.1	Implement the Management and Maintenance Plan and make the Plan available to staff at all levels and by different park user groups.	Copy to be available to all staff.	On completion of the restoration works	Area Parks Manager
6.2	Ensure greater on site staff presence and ensure required skills and knowledge are available.	Appoint a new Gardening Instructor to oversee volunteer gardeners and have a key role within the Flower Garden.	On completion of the restoration works	Area Parks Manager
6.3	Ensure effective monitoring of the Management and Maintenance Plan.	Implement monitoring process by meetings between Council / user groups thereby continually reviewing and updating the Management Plan.	Annually, On completion of the restoration works	Area Parks Manager

6.4	Ensure management is financially sound. Council to commit to provide necessary funding to maintain to necessary standard.	Follow Best Value aims to provide excellent quality of service and relevance to local people.	During restoration and ongoing	Area Parks Manager
6.5	Implement formalised cooperative management model	Create a formalised partnership arrangement with the Friends of Kennington Park and other stakeholders to provide a decision making platform from the representative group.	During restoration and ongoing	Area Parks Manager

8 Proposed maintenance guidelines

- 8.1 This section identifies each component within Kennington Park Flower Garden and locates them on **Figure 8.1** Management Plan drawing. The plan should be read in conjunction with the annual maintenance **Table 8.1** that list the operations required to maintain the different landscape components of Kennington Park Flower Garden.
- 8.2 The majority of the maintenance operations are to be carried out as part of the Grounds Maintenance contract. The current grounds maintenance contract schedule (included in **Appendix 1**) will be revised to account for the changes to the landscape following restoration and to ensure provision is made for adequate levels of maintenance to achieve a high quality finish.

Soft landscape

A. Amenity grass

- 8.3 The grass areas will be managed to give a semi-formal, well kempt appearance. To achieve the intended lawn appearance the grass will be cut regularly through the year to maintain the grass height between 25-35mm. The cuttings will be collected. The frequency will be determined by the rate of grass growth.
- 8.4 Grass alongside path edges and around trees and other obstructions will be strimmed at every mowing with care taken not to damage trees and other planting. Hand shears will be used where necessary. Grass/bed edges will be kept in a neat and tidy condition by trimming at every mowing.
- 8.5 Worn areas or areas where grass growth is limited due to shading will be addressed each year by remedial works as specified, including topdressing and overseeding using an appropriate shade tolerant grass seed mix. If, in the years following restoration it is still not possible to get grass to establish in the most intensively shaded areas, ground cover alternatives e.g. ivy could be considered.
- 8.6 Leaves will be raked up and collected from grass areas after leaf fall at intervals of not more than 7 days to ensure the leaves are not left on the grass surface to decay. This operation will be carried out until the leaf fall has ended. Fallen twigs and branches will also be removed.

B & C. Ornamental planting – herbaceous & shrubs

- 8.7 Shrub and herbaceous planting will be maintained to a high horticultural standard to ensure a healthy stock of plants, pruning/cutting back as appropriate for the species and maintaining a weed free, tidy, semi-formal appearance.
- 8.8 Mulching will be carried out each year in March to increase moisture retention and inhibit weed growth. A suitable approved organic mulch material will be used to maintain a mulch depth of 75mm. Regular maintenance visits will be carried out to ensure the beds are kept weed free throughout the year. The use of herbicide for weed control on bed areas will not be permitted.
- 8.9 Shrub and herbaceous plants will be allowed to grow to achieve their intended form and maintained as specified for the species to promote their healthy development. The open and bare areas will be forked over in the winter, cutting back foliage when the herbaceous plants have died back. Taller herbaceous plants will be supported with 'pea sticks' as required and shrubs pruned at the appropriate time of year for the species to encourage healthy growth, maximum flowering and to prevent encroachment onto grass/path areas.
- 8.10 Once fully established, the herbaceous planting will be managed on a three-yearly cycle, lifting and dividing some of the plants each year to maintain plant diversity in the beds and to rejuvenate the planting, encouraging healthy flowering specimens.
- 8.11 Strategic pruning works will be carried out periodically in areas of the perimeter borders to maintain a degree of natural surveillance into the Garden.

- 8.12 Replacement planting will be guided by the restoration strategy and the historic context of the Garden, species selected to fit the character of the bed and to maintain variety of planting heights to retain a degree of surveillance.

D. Ornamental planting - roses

- 8.13 Royal Horticultural Society or other good practice guidelines will guide pruning of all roses, pruning back growth by between one to two thirds in January/February (only thinning a little). Routine application of organic fertiliser, dead heading/sucker control and weed removal will ensure these formal areas provide a high quality display. Allowance will be made for replacement of dead and diseased plants to maintain a well-stocked bed of healthy plants. Herbaceous planting surrounding the roses provides seasonal interest.

E. Olive trees

- 8.14 The newly planted olive trees are to be donated and maintained by Theophrastus Social Botany. The trees will be inspected regularly to check for damage or disease and weeding carried out to ensure a 750mm diameter circle of ground around the stem is maintained in a weed free state for the first 3 years at least to encourage rapid and healthy establishment. Mulch could be used around the base of the trees to help inhibit weed growth. All tree staking will be inspected regularly and adjusted accordingly to prevent damage to the tree. Newly planted trees will need to be watered regularly during establishment i.e. 3 years after planting.

F. Existing trees

- 8.15 The trees in the Garden will be visually inspected on routine maintenance visits for storm damage and general safety and security issues. Damaged branches will be removed from both tree and ground promptly to minimise damage to the tree and danger and obstruction to garden users or passers-by.
- 8.16 A more comprehensive tree inspection will be carried out regularly by an arboriculturist, as part of the current tree maintenance contract, to assess any works required to maintain the health, safety and form of the trees and to conserve their landscape and ecological value. Consideration will be given at these inspections to personal safety issues and the need to maintain a degree of natural surveillance from the surrounding area. Sensitive minor crown lifting works may be carried out periodically to maintain an open aspect. The resulting works will be carried out by a qualified arboricultural contractor to the accepted professional standard (currently BS 3998).
- 8.17 When requests are made from the public for planting of memorial trees, careful consideration will be given to the existing tree 'palette' and whether there is sufficient space for new planting.

G. Hedges

- 8.18 All hedging will be maintained as formal ornamental hedges in a neat and tidy condition. Hedge trimming will be carried out once per year using appropriate and well-maintained tools in order to maintain a high quality finish and appearance. Bases of hedges will be kept free of weeds and litter.

Hard landscape

H. Paved areas

- 8.19 Paved areas will be maintained as per guidelines for hard surfaces. Leaves will be removed by hand once per week during October through to January. Re-pointing will be undertaken as required matching the original colour and style. Snow and ice will be cleared as per required.

I. Pavilion

- 8.20 The pergola will be inspected regularly and repairs undertaken as required. Re-pointing will be undertaken as required matching the original colour and style. Graffiti will be removed immediately.

J. Pergola

- 8.21 The pergola will be inspected regularly and repairs undertaken as required. The climbing plants will be pruned and trained as required to maintain site lines.

K. Benches and chairs

- 8.22 Benches and chairs will be maintained in a sound clean state and any replacements will match the style and quality present in the restored park. Repairs will be carried out swiftly.

L. Sundial

- 8.23 The sundial will be inspected on routine maintenance visits. Fallen leaves and debris will be carefully removed as required to maintain this feature in a clean presentable condition. Any repairs will be carried out immediately.

Site furniture and equipment

M. Litter bins

- 8.24 Bins will be emptied at a rate, which does not allow them to overflow. In addition the bins will be cleaned and disinfected as necessary to avoid an unsightly accumulation of dirt.

N. Signage and interpretation

- 8.25 Signage and interpretation panels will be maintained in a clean and safe condition to ensure that the information provided is legible. Repairs will be carried out promptly and effectively with reactive removal of graffiti. Repainting and replacements will match the existing colour / furniture so that the style and quality of the set remains consistent.

O. Gates

- 8.26 Benches, bins and railings will be maintained in a sound and clean state and any replacements will match the style and quality present in the restored Garden. Details of the suppliers of all furniture and fencing are included on a list in the restoration project Health and Safety File, which can also be seen in appendix 6 of this document. Repairs will be carried out swiftly.

P. Fencing – internal wire fencing to hedge

- 8.27 The fencing will be inspected on routine maintenance visits and will be maintained in a sound and clean state. Any repairs will be carried out immediately using materials which match the style and quality present in the restored Garden.

Q. Perimeter wall

- 8.28 The perimeter wall will be inspected regularly and repairs undertaken as required matching original materials and construction style.

Graffiti removal and vandalism

- 8.29 Graffiti and vandalism will be dealt with on a rapid response basis, with offensive graffiti removed within 48 hours (all other graffiti removed within five days).
- 8.30 Other health and safety issues will be actioned within 48 hours, and more minor repairs prioritised and actioned within five days.

Proposed costs

- 8.31 The proposed estimated maintenance costs are shown in **Table 8.1**. Unit rates for each operation have been sourced using a combination of known industry rates and key references which has been uplifted accordingly:

Table 8.1: Proposed annual maintenance costs for the Flower Garden

	Item	Performance standard & comments	Fqy	Quantity	Unit	Rate (£)	Unit	Total
	Soft landscape							
A	Amenity grass							
A.1	Cut amenity grass	Maintain to max height 25-35mm throughout growing season collecting and removing arisings using pedestrian operated equipment	24	204	m2	0.074	m2	£362
A.2	Cut edges where encroaching on path	November. Edging tool used by hand, including collection and disposal of arisings	1	404	m	0.247	Lin m	£100
A.3	Trim edges adjacent to areas of planting	March - October. Long handled shears used by hand, including collection and disposal of arisings	24	404	m	0.143	Lin m	£1,385
A.4	Application of Spring and Summer fertiliser	NPK additive	1	204	m2	0.160	per kilo per m2	£33
A.5	Hand fork	November. Hand fork soil to counter compaction and aerate as required. Minimum penetration of 100mm and spaced 150mm apart	1	204	m2	27.670	100m2	£56
A.6	Overseeding	Counter patchiness of grass with overseeding as required	1	204	m2	0.100	m2	£20
A.7	Leaf clearance	October - January x 1 per month	4	204	m2	3.774	100m2	£31
A.8	Litter clearance	Collecting litter and disposing per week	52	204	m2	0.952	100m2	£101
	Estimated total cost of maintaining areas of amenity grass							£2,089
B	Ornamental planting - herbaceous							
B.1	Hand digging over beds	March	1	1,241	m2	46.490	100m2	£577
B.2	Spreading mulch to 75mm depth	March	1	1,241	m2	2.000	m2	£2,482
B.3	Hand weeding	March - September x 1 per month.	7	1,241	m2	23.260	100m2	£2,021
B.4	Apply fertiliser	May/ June	1	1,241	m2	0.160	25g/ m2	£199
B.5	Cutting back	Nov	1	1,241	m2	21.000	100m2	£261
B.6	Split and replant, 30% per year	March	1	414	m2	4.200	m2	£1,737

B.7	Litter clearance	Collecting litter and disposing per week.	52	1,241	m2	2.809	100m2	£1,813
B.7	Watering	As required					Provisional sum	£1,000
Estimated total cost of maintaining areas of ornamental planting - herbaceous								£10,089
C	Ornamental planting - shrubs							
C.1	Hand digging over beds	March	1	532	m2	46.490	100m2	£247
C.2	Spreading mulch to 75mm depth	March	1	532	m2	2.000	m2	£1,064
C.3	Hand weeding	March - September x 1 per month.	7	532	m2	23.260	100m2	£866
C.4	Apply fertiliser	May/ June	1	532	m2	0.160	25g/ m2	£85
C.5	Cutting back	Nov	1	532	m2	21.000	100m2	£112
C.6	Pruning shrub climbers; tying in as required	March	1	10	m2	5.200	m2	£52
C.7	Litter clearance	Collecting litter and disposing per week	52	532	m2	2.809	100m2	£777
C.8	Watering	As required					Provisional sum	£750
Estimated total cost of maintaining areas of ornamental planting - shrubs								£3,953
D	Ornamental planting - roses							
D.1	Hand digging over beds	March	1	20	m2	46.490	100m2	£9
D.2	Spreading mulch to 75mm depth	March	1	20	m2	2.000	m2	£40
D.3	Hand weeding	March - September x 1 per month	7	20	m2	23.260	100m2	£33
D.4	Apply fertiliser	May/ June	1	20	m2	0.160	25g/ m2	£3
D.5	Cutting back bush or standard rose	March	1	5	m2	5.200	m2	£26
D.6	Cutting off dead heads bush or standard rose	August	1	5	m2	5.200	m2	£26
D.7	Pruning climbing rose or rambling rose; tying in as required	March	1	15	m2	6.900	m2	£104
D.8	Cutting off dead heads climbing rose	August	1	15	m2	8.650	m2	£130
D.9	Litter clearance	Collecting litter and disposing per week	52	20	m2	2.809	100m2	£29
D.10	Watering	As required					Provisional sum	£150
Estimated total cost of maintaining areas of ornamental planting - roses								£550
E	Olive trees							
E.1	Spread mulch of 750 diameter around tree	February	1	6	trees	1.446	per tree	£9
E.2	Inspection of trees	October	1	6	trees	6.610	per tree	£40
E.3	Pruning of trees	December/ January.	1	6	trees	33.030	per tree	£198
E.4	Adjust tree ties and spacers	December/ January. Following inspection of trees.	1	6	trees	10.910	per tree	£65

E.5	Circular bed weeding	Circular bed weeding: approximately 750mm diameter; around base of tree in grassed area	1	6	trees	3.295	per tree	£20
E.6	Watering of young trees	As required					Provisional sum	£500
Estimated total cost of maintaining olive trees								£832
F Existing trees								
F.1	Inspection of trees	October	1	16	trees	6.610	per tree	£106
F.2	Pruning of trees	December/ January. Following inspection of trees - say 5% per annum.	1	16	trees	33.030	per tree	£528
F.3	Adjust tree ties and spacers	December/ January. Following inspection of trees.	1	2	trees	10.910	per tree	£22
Estimated total cost of maintaining existing trees								£656
G Hedges								
G.1	Cut hedge by hand	October. Side faces vertical and top horizontal or parallel to the ground. Arisings removed - cut to previous seasons growth (including Yew).	1	139	m2	0.350	m2	£49
G.2	Maintain hedge base	May - September. Hand hoe to open hedge base where planted	5	139	m2	34.870	100m2	£242
G.3	Litter clearance	Collecting litter and disposing per week	52	139	m2	2.809	100m2	£203
Estimated total cost of maintaining hedges								£494
Hard landscape								
H Paved areas								
H.1	Leaf clearance self-propelled motorised vacuum and disposal	October - January x 4 per month	16	728	m2	0.820	100m2	£96
H.2	Snow and ice clearance	Snow - 20 - 40mm deep, manual removal and then salt.	5	728	m2	4.750	100m2	£173
H.3	Litter clearance	Collecting litter and disposing per week	52	728	m2	0.820	100m2	£310
H.4	Knapsack herbicide application to weeds	May - September. Spot treatment.	3	728	m2	1.930	100m2	£42
H.5	Repairs as required	As necessary - allow 1 x man day and materials per year - provisional sum	1				Provisional sum	£300
Estimated total cost of maintaining paved areas								£921
I Pavilion								
I.1	Inspect and clean	Once per week	52	32	m2	0.041	m2	£68
I.2	Repairs as required	As necessary - allow 1 x man day and materials per year - provisional sum					Provisional sum	£300
Estimated total cost of maintaining the pavilion								£368

Site furniture and equipment								
J	Pergola							
J.1	Inspect and clean	Once per week	52	80	m	0.041	lin m	£171
J.2	Repairs as required	As necessary - allow 1 x man day and materials per year - provisional sum	1				Provisional sum	£300
Estimated total cost of maintaining the pergola								£471
K	Benches & chairs							
K.1	Inspect and clean/ treat	Once per year - provisional sum.	1	23	no	24.370	no	£561
K.2	Replace/ repair	As necessary - assume replacement 10% of capital costs for all seating					Provisional sum	£1,470
Estimated total cost of maintaining benches and chairs								£2,031
L	Sundial							
L.1	Inspect and clean		52	25	no	0.349	no	£453
L.2	Repair/ replace	As necessary - allow provisional sum of 20% of overall capital cost					Provisional sum	£400
Estimated total cost of maintaining the sundial								£853
M	Litter bins							
M.1	Emptying and disposal		364	6	no	0.290	no	£633
M.2	Clean	Once every three years - provisional sum.	52	6	no	0.349	no	£109
M.3	Replace/ repair	As necessary - allowance of 10% of capital costs per annum					Provisional sum	£750
Estimated total cost of maintaining litter bins								£1,492
N	Signage and interpretation							
N.1	Inspect and clean	Inspect for damage, once per week.	52	25	no	0.349	no	£453
N.2	Replace/ repair	As necessary - allowance of 10% of capital costs per annum					Provisional sum	£88
Estimated total cost of maintaining signage and interpretation								£541
O	Gates							
O.1	Inspect and clean	Inspect for damage, once per week	52	3	no	0.349	no	£54
O.2	Replace/ repair	As necessary - allowance of 10% of capital costs					Provisional sum	£266
Estimated total cost of maintaining gates								£320
P	Fencing - internal wire fencing to hedge							
P.1	Inspect and clean	Inspect for damage, once per week.	52	113	m	0.041	lin m	£241
P.2	Repairs as required	As necessary - allow 1 x man day and materials per year - provisional sum	1				Provisional sum	£300
Estimated total cost of maintaining wire fencing								£541
Q	Perimeter Wall							
Q.1	Inspect and clean	Inspect for damage, once per week.	52	32	m	0.041	lin m	£68

Q.2	Repairs as required	As necessary - allow 1 x man day and materials per year - provisional sum	1				Provisional sum	£300
Estimated total cost of maintaining the perimeter wall								£368
Subtotal Add contingency sum say 10%								£26,569 £2,657
Grand total (excluding VAT)								£29,226

8.32 The above table provides an estimate of the additional resources required to manage and maintain the landscape elements within the restored Flower Garden. The tasks required to maintain each element have been itemised along with their frequency which have been set to achieve a high standard of maintenance.

8.33 These costs have been developed using known current industry rates and the following key references:

- Cobham, R (1990) Amenity Landscape Management - A resources handbook: E & FN Spon Ltd: London
- PSA Schedule of Rates for Landscape Management, Third Edition 2005: Carillion. TSO: London
- Davis Langdon (2013) SPON'S External Works and Landscape Price Book 2013: 32nd edition. CRC Press: London
- British Standards on Grounds Maintenance

8.34 Appropriate annual inflationary uplift has been applied where appropriate and prices are for indicative use only and Contractors' rates will vary.

Comparison of existing and proposed maintenance costs

8.35 A comparison of the existing and proposed maintenance costs for the Flower Garden is provided below.

Existing maintenance costs*:	£20,157
Proposed maintenance costs (including 10% contingency):	£29,226
Estimated total increase in annual maintenance costs post restoration:	£9,067

(*excluding £14,000 set-aside by Lambeth Council for capital repairs/ replacement within Kennington Park)

8.36 It is calculated that the cost of maintaining the Garden following the delivery of the restoration proposals will increase by £9,067 per annum. Lambeth Council is intending to meet this increase through including an additional Gardener position funded from the existing maintenance budget. In addition, the grounds maintenance contractor will be supported by a team of skilled volunteer gardeners who will be trained by the proposed Gardening Instructor.

8.37 It should also be noted that the estimated increase in maintenance costs has not considered the £14,000 capital budget set-aside by Lambeth Council each year to carry out repairs and replacement of furniture in Kennington Park as a whole. It has been estimated that the proposed costs of carrying out these works within the restored Garden will be £4,474 with a further £2,657 is set-aside for contingencies. It is therefore possible that these costs will be at least partly funded through Lambeth Council's capital budget.

8.38 The cash flow forecast for the HLF project can be seen in the Supporting documents of the Application form.

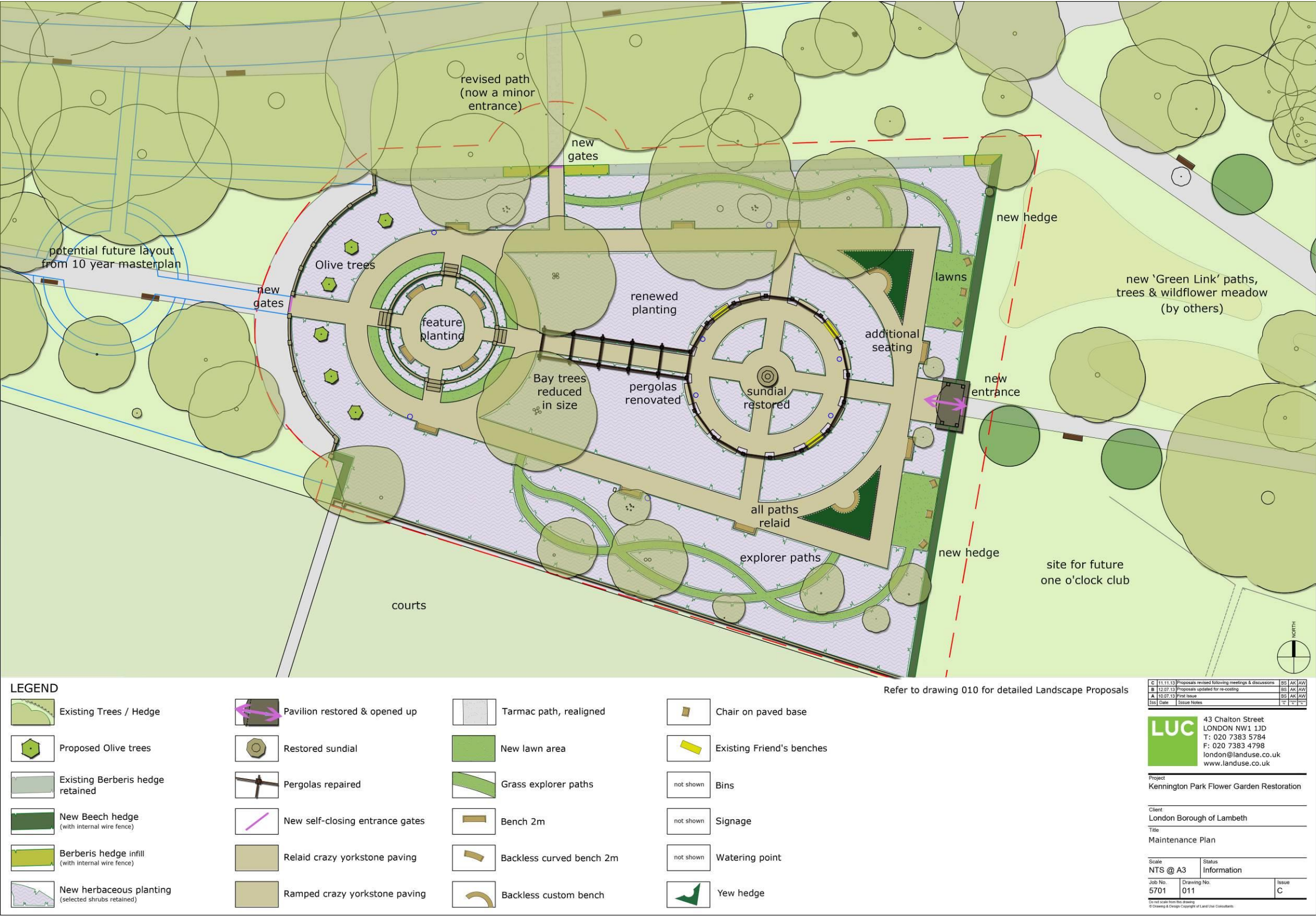


Figure 8.1: Maintenance plan

9 Monitoring, evaluation and plan review

- 9.1 The Management and Maintenance Plan will be continually reviewed, revised and re-written. The cycle for the Plan is to:
- Write and adopt the Plan
 - Operate according to the aims and objectives held within the Plan
 - Monitor the operation of the Plan
 - Review the working of the Plan
 - Revise and improve the Plan where necessary to reflect on-going developments such as visitor survey feedback.
- 9.2 The London Borough of Lambeth will be responsible for carrying out monitoring to ensure that maintenance work has been carried out satisfactorily. The Area Parks Manager will be responsible for the day to day implementation of the Management and Maintenance Plan and will monitor maintenance standards within the park. (S)he will also ensure that all other relevant council officers are involved in monitoring and review of management and maintenance work and the plan itself as necessary.
- 9.3 In addition the following methods of monitoring and review will be implemented:
- The Annual Parks Postal Survey will be used to monitor the success of the Plan.
 - The Green Flag Award annual feedback will be used to guide review of the Plan.
 - An annual report will be presented to the Friends group who will feed into the monitoring and review of the plan and general standards of management/maintenance.
 - All key London Borough of Lambeth staff will hold an annual internal meeting to monitor standards, progress and review the Plan.
- 9.4 The Management and Maintenance Plan covers a period of 10 years following the completion of the restoration works. It will be subject to continual review as it is used and the London Borough of Lambeth will carry out a full review annually to enable any improvements and alterations to be made as necessary. The Management Plan will be formally rewritten in the 5th and 10th year after completion of the restoration works.
- 9.5 During the construction phase of the project the Management and Maintenance Plan will be updated to reflect the final scheme. In addition the existing grounds maintenance contract schedule (**Appendix 1**) will be reviewed and amended to provide guidance to those implementing the maintenance of the restoration scheme as built.

Appendix 1

Grounds maintenance contract schedule

KENNINGTON PARK: GROUNDS MAINTENANCE CONTRACT SCHEDULE

2.1 ALL GRASS AREAS		
Code	Description	Frequency
2.1.1	All litter and debris removed before mowing	At all times
2.1.2	No damage should be caused to ground, grass sward, emerging bulbs, trees, features or infrastructure	At all times
2.1.3	Ensure close mowing around all furniture, features and obstructions to produce a consistent height of cut	At all times
2.1.4	All hard and soft grass edges trimmed flush with defined edge, reformed as necessary and arisings removed. Maintenance of hard and soft edges includes not limited to edges on boundaries, furniture and fittings and semi-mature trees	At all times
2.1.5	Mown litter and debris removed on completion. Paths and hardstanding areas free of grass clippings on completion	At all times
2.1.6	Ensure evenly mown surfaces around obstacles and up to boundaries; ensure support mowing and strimming completed at the end of each mowing operation	At all times

Notes: Adherence to BS5370-3: 1991 Maintenance of Amenity and Functional Turf

2.1a) AMENITY GRASS		
Code	Description	Frequency
2.1a).1	All amenity grass maintained within height range of 25mm to 60mm between 1 st March and 31 st November	As required
2.1a).2	All amenity grass maintained within height range of 60mm to 80mm between 1 st December and last day of February	As required
2.1a).3	Grass surfaces mown to a consistent height, with clippings evenly dispersed across mown area	At all times
2.1b) FINE TURF		
2.1b).1	All Fine turf maintained within height range of 20mm to 30mm	As required
2.1b).2	All grass clippings box collected during mowing and removed and recycled	At all times
2.1b).3	A visible striped finish should be achieved on completion	At all times
2.1c) ROUGH OR MEADOW GRASS		
2.1c).1	In August each year all Meadow grass areas mowed to a height of 50 mm	Yearly (August)
2.1c).2	Pedestrian pathways maintained clear and mown to a height of 50 mm	At all times
2.1c).3	All grass clippings collected on completion and removed and recycled	As required
NATURALISED BULB AREAS		
2.1d).1	Naturalised bulb areas mown and maintained as amenity grass once bulb foliage died back. All arisings removed and recycled	Yearly (Spring)

2.4 HERBACEOUS PERENNIAL PLANTINGS		
Code	Description	Frequency
2.4.1	Herbaceous and mixed beds maintained free of annual and perennial weeds at all times through cultural methods. Soil surface cultivated to prevent soil capping	At all times
2.4.2	Soil structure and soil fertility improvement undertaken as necessary to maintain plant health	As required
2.4.3	Plant division, pruning, staking, irrigation and dead heading carried out as necessary to maintain plant vigour in accordance with good horticultural practice	As required
2.4.4	Contractor responsible for control of pests and diseases and obtain agreement for control measures from authorised officer	As instructed
2.4.5.	Contractor will carry out removal or control of inappropriate species as directed by authorised officer	As instructed
2.4.6	All beds maintained in weed free condition and mulched with material from sustainable source approved by authorised officer. Mulches maintained at no less than depth of 100mm	At all times
2.4.7	Beds prepared and replanted to recognised horticultural standards. Contractor will ensure herbaceous beds are adequately stocked to prevent gaps within planting schemes	Quarterly and as required

Notes: Adherence to BS7370-4: 1993 The maintenance of soft landscape.

2.5 ROSE MAINTENANCE		
Code	Description	Frequency
2.5.1	All roses maintained and pruned according to good horticultural practice and RHS guidelines	At all times
2.5.2	Dead heading as required to maintain plant vigour and according to good horticultural practice	As required
2.5.3	Plants kept free of root stock suckers and stem suckers at all times	At all times
2.5.4	Climbing and rambling roses securely tied to supporting structure or wall using appropriate purpose made fixings	As required
2.5.5	All beds maintained in weed free condition and mulched with material from sustainable source approved by the authorised officer. Mulches maintained at no less than depth of 100mm	At all times
2.5.6	Soil structure improvement and fertility improvement undertaken as necessary to maintain plant health	As required
2.5.7	All dead or inappropriate plants removed as directed by the authorised officer	As instructed
2.5.8	Adjacent paths and sight lines maintained clear of obstructions	At all times

Notes: Adherence to BS7370-4: 1993 Maintenance of Soft Landscape

2.6 SHRUB MAINTENANCE		
Code	Description	Frequency
2.6.1	Shrub and hedge pruning carried out to Royal Horticultural Society guidelines. All shrubs, hedges and climbing shrubs pruned and maintained according to species requirements, avoiding forms and shapes unrepresentative of species	As required
2.6.2	Fencelines, boundaries, and path edges kept free of encroachment or obstructions to height of 2.5 metres	At all times
2.6.3	Fencelines and boundaries kept free of self-set seedlings, weeds and vegetative growth including epicormic tree growth: vegetative waste is recycled.	At all times
2.6.4	All beds maintained in weed free condition and mulched with material from sustainable source approved by authorised officer. Mulches maintained at no less than depth of 100mm	At all times
2.6.5	Soil structure improvement and fertility improvement undertaken as necessary to maintain plant health	As required
2.6.6	Dead or diseased shrubs removed as directed by authorised officer	As instructed
2.6.7	Climbing shrubs securely tied to supporting structure or wall using appropriate fixing methods	As required
2.6.8	Supporting structures including pergolas, arbors, and wire supports maintained in secure condition	At all times
2.6.9	Contractor will implement programme of selective regenerative pruning approved by authorised officer	As required
2.6.10	All hard and soft grass edges trimmed flush with defined edge and arisings removed	At all times

Notes: Adherence to BS7370-4: 1993 Maintenance of Soft Landscape

2.7 HEDGES		
Code	Description	Frequency
2.7.1	Hedges maintained to RHS guidelines as appropriate to species	As specified
2.7.2	All formal hedges evenly cut level and close clipped on top and on all elevations	At all times
2.7.3	Hedges maintained to a uniform or tapering width and not exceed width of hedge at lowest point	At all times
2.7.4	Hedges reduced in height as directed by authorised officer	As instructed
2.7.5	Informal hedges maintained to requirements of individual shrub species	As required
2.7.6	Hedge bases maintained free of weeds by cultural methods; herbicide application only permitted with prior approval of authorised officer	At all times
2.7.7	All hedge clippings removed and recycled	At all times
2.7.8	All hard and soft grass edges trimmed flush with defined edge and arisings removed	At all times

2.7 ORNAMENTAL GARDENS		
Code	Description	Frequency
2.7.1	Maintain ornamental gardens which contain a mixture of roses, herbaceous perennials, bulbs, seasonal bedding, rock gardens, wall shrubs, specimen trees and shrubs, hedges, fine turf, water features and hardstanding areas in accordance with the appropriate section of the specification	As specified

2.8 NATURALISED AREAS		
Code	Description	Frequency
2.8.1	Manage selected sites or areas within specific parks and greenspaces for benefit of nature conservation, landscape character and biological diversity	At all times
2.8.2	Manage sites or areas to facilitate public access and educational purposes	At all times
2.8.3	Manage sites or areas in accordance with the London Borough of Lambeth's Biodiversity Action Plan (LamBAP) and Local Management Plans produced for specific sites	As required
2.8.4	Naturalised grass areas cut and maintained as 'meadow grassland' to promote and maintain high biological diversity. Unless specifically directed by authorised officer, grass areas cut each year in August or thereafter	Yearly or as instructed
2.8.5	Weeds classified as 'noxious' or 'invasive' (e.g. Japanese Knotweed, Giant Hogweed) removed and eradicated from all naturalised areas. Weed control methods approved in advance by authorised officer	As required and at all times
2.8.6	Woodland areas managed as 'ecological woodland habitat', e.g. maintenance of rides and glades, as instructed by Management Plan and authorised officer	As instructed
2.8.7	Local Nature Reserves (LNRs), designated under the National Parks and Access to the Countryside Act 1949, to be managed in accordance with Management Plans	At all times
2.8.8	All naturalised areas kept free of litter and debris	At all times

2.9 SAPLINGS, SEMI- AND MATURE TREE MAINTENANCE		
Code	Description	Frequency
2.9.1	All tree wells maintained as circular pits of 1 metre diameter and in weed free condition at all times	At all times
2.9.2	All tree wells mulched and mulch maintained to minimum depth of 100 mm	At all times
2.9.3	Tree stakes, ties and guards renewed or removed for disposal as directed by authorised officer	As instructed
2.9.4	Semi mature standard trees feathered to remove any lateral stem growth to maintain clear stem between tree crown and ground level unless otherwise directed by authorised officer	As required
2.9.5	All trees will be kept free of epicormic growth	At all times
2.9.6	Tree branches pruned to height of at least 2 metres where necessary to prevent obstruction of public highway, park pathways, light columns or mowing access	As required
2.9.7	Undertake planting of bare root or containerised tree stock in manner appropriate to ensure establishment.	As required

2.13 GRASS & OTHER PITCHES		
Code	Description	Frequency
2.13.1	All pitches maintained in healthy condition free from weeds, pests and diseases	At all times
2.13.2	Playing surface maintained level, free from holes, undulations, depressions or trip hazards. Aeration carried out as necessary to prevent compaction and ensure adequate drainage. Pitch repairs carried out with screened loam based materials	As required
2.13.3	Grass maintained at a height of 25mm to 60mm during playing season; at all other times grass maintained to the amenity grass specification	At all times
2.13.4	Football Pitch markings made accurately and meet requirements of FIFA regulations (Federation Internationale de Football Association). Markings made without use of additives detrimental to sward	At all times
2.13.5	Contractor to provide annual programmes for grass pitch maintenance	Yearly
REDGRA		
2.13.6	Scarification every three months to depth 25mm; addition of sufficient material to maintain level surfaces	Quarterly
TARMAC SURFACES		
2.13.7	Tarmac areas shall be maintained as hardstanding	As required
ASTROTURF (SYNTHETIC PITCHES)		
2.13.8	Astroturf pitches will be maintained to the manufacturer's specifications, including top dressing and brushing	As specified
TENNIS COURTS		
2.13.9	All nets and posts maintained in place. Contractor will replace all damaged or missing nets as necessary and retain sufficient stocks to enable immediate replacement	At all times
2.13.10	All courts maintained free of moss and algae at all times	At all times

2.14 PLAY AREAS		
Code	Description	Frequency
Inspection		
2.14.1	All fixed play equipment and infrastructure visually inspected twice a week minimum as per recommendations of BSEN1176-1177 to ensure compliance with European safety standards for fixed play equipment and surfacing. All defects immediately reported to authorised officer and isolated if necessary to ensure safety. Contractor will provide record of all visual inspections	Twice weekly or greater as instructed
2.14.2	Contractor will inspect all play areas quarterly, as per recommendations of BSEN1176- 1177 and provide written report to authorised officer, detailing any defects in equipment, surfaces or play area infrastructure with specific reference to European safety standards	Quarterly or greater as instructed
2.14.3	All play areas inspected annually by independent recognised body	Yearly
Surfaces		
2.14.4	All surfaces (including impact absorbent surfacing, timber steps, ramps, bridges and access decks) maintained free of weeds, moss and algae without use of residual chemicals	At all times
2.14.5	All surfaces (including impact absorbent surfacing, timber steps, ramps, bridges, and access decks) maintained in a clean and tidy condition and fit for intended play usage.	At all times
Equipment		
2.14.6	Unsafe or defective items of equipment immediately taken out of service, isolated or otherwise made safe	Immediately and as required
2.14.7	All equipment maintained in a clean and tidy condition and fit for intended play usage	At all times
2.16 SAND PITS		
Code	Description	Frequency
2.16.1	All sand pits will be clean and free of litter, debris, leaves, weeds, twigs or any contaminant	Daily
2.16.2	All sand pits will be hand forked daily to a depth of 250mm and disinfected using a sterilising agent	Daily
2.16.3	The contractor will store sufficient quantities of sand to ensure that all sand levels will be maintained to no less than 100mm below ground level	As required
2.16.4	Where sand pits contain fixed play equipment, the equipment fixings shall not be exposed and sand levels will be maintained to the levels recommended by the equipment manufacturers	Daily

2.17 SECURITY OF LOCATIONS		
Code	Description	Frequency
2.17.1	All gates at Ruskin Park will be opened by 6.30 am	Daily
2.17.2	On opening gates safely secured open either by locking drop bolt or use of a lock and chain	As required
2.17.3	All perimeter gates closed according to schedules; no perimeter gate closed earlier than scheduled times or more than hour later than scheduled times	Daily
2.17.4	Internal gates may be locked a half hour before park closing	Daily
2.17.5	On closing each individual site, contractor shall ensure that all members of public have left the site prior to locking perimeter gates	Daily
2.17.6	On opening each site inspected to ensure safe for public use. Any hazards removed or isolated as appropriate and reported to authorised officer	Daily

2.18 FURNITURE AND FITTINGS		
Code	Description	Frequency
2.18.1	All furniture and fittings maintained free of graffiti, bird droppings, sap, etc. so in a condition fit for public use. Sharp extrusions removed as necessary. Wooden benches, seat and tables treated with a weather resistant stain on annual frequency	At all times
2.18.2	All signage maintained free of graffiti, so information will be clearly visible	As required
2.18.3	Litter and dog waste bins securely anchored and fitted with liner where appropriate. Litter and dog bins regularly washed and maintained in clean condition	Daily
2.18.4	Lamp columns fitted with secure covers and securely anchored. Condition of lamps recorded and column bases inspected for corrosion	At all times
2.18.5	Fencing securely fixed and free of corrosion or damage. Self closing gates should operate effectively	At all times
2.18.6	Inspection covers and frames securely fitted and locked where appropriate	At all times
2.18.7	Service meter boxes locked with a secure door	At all times
2.18.8	Boundary, partition and retaining walls inspected for cracking, lean, or loose capping.	Weekly

2.19 GRAFFITI REMOVAL		
Code	Description	Frequency
2.19.1	All existing graffiti removed through programme of individual site clearance and within 6 months of contract commencing. Contractor will submit 6 month programme of graffiti removal for approval	Twice yearly
2.19.2	Contractor will operate graffiti removal service to ensure no graffiti or flyposter remains in place for more than 7 days	Within 7 days
2.19.3	Priority given to removal of graffiti perceived as being of an offensive nature or in sensitive location; this includes graffiti of racist or obscene nature or graffiti on locations such as war memorials or historic buildings. Graffiti within this category removed within 24 hours of discovery	Within 24 hours

2.20 HARDSTANDING MAINTENANCE		
Code	Description	Frequency
2.20.1	Cleanliness of all hardstanding areas will comply with EPA requirements as minimum standard	At all times
2.20.2	All hardstanding areas kept free of litter, vegetative litter, soil, sap, dog faeces etc	At all times
2.20.3	All hardstanding areas kept free of weeds, moss and algae at all times	At all times
2.20.4	All trip hazards safely isolated	As required
2.20.5	All drainage gully grilles free of litter, waste or material, which impedes operation	At all times
2.20.6	Hardstanding areas and pathways kept free of encroachment from trees, shrubs or other vegetation to height of 2.5 metres	At all times

2.21 GREEN WASTE RECYCLING		
Code	Description	Frequency
2.21.1	Controlled or notifiable weeds will not be composted	At all times
2.21.2	Compostable material segregated from other waste; litter contamination of compost prevented	At all times
2.21.3	Composting managed to prevent incidence of fire or infestation by vermin	At all times
2.21.4	Provision will be made for the receipt and recycling of Christmas trees between 1 st January and 1 st February each year	As specified

Appendix 2

Job descriptions

JOB DESCRIPTION

COMPANY: VEOLIA
DIVISION: Landscapes – Lambeth
SECTION: Parks & Open Spaces Grounds Maintenance
GRADE: N/A
POSITION: Gardner

ORGANISATIONAL RELATIONSHIPS

Directly responsible to the Group Leader.

Organisational responsible to the OPERATIONS MANAGER

MAIN OBJECTIVE OF JOB

To carry out a range of horticultural tasks in public alone or in teams, to a performance standard agreed with your Line Manager.

To fully participate in the training and assessment process to develop and demonstrate a range of skills.

No.	MAIN ACCOUNTABILITIES
1.	To carry out a range of Horticultural activities in support of the Lambeth Landscape Contract.
2.	Make day to day practical decisions on how to maintain and improve the plant collections, with guidance from Group Leader and Operation Manager
3.	To participate in training to develop a wide range of skills, which will be recorded using a daily work record
4.	To ensure compliance with the Health and Safety at Work Act 1974, including the wearing of protective clothing and compliance with the codes of practice and instruction given.
5.	Prioritise own work load
6.	To give and receive feedback on work performance with Group Leader and Operation Manager.
7.	Soil Cultivation, digging, forking, mulching, watering, raking, weeding, edging, pruning, seed sowing, bed preparation and planting
8.	Lawn Maintenance and cultivation
9.	The use of cylinder and rotary mowers, strimmers and leaf blowers
10.	Must wear company work wear and personal protective
11.	To ensure all equipment, machinery and buildings are secure
12.	To apply chemicals where appropriate (following suitable training)
13.	To keep gardens, thoroughfares and footpaths and waste bins clear and free from litter at all times
14.	To carry out gritting, salt spreading, snow cleaning of pathways and thoroughfares as necessary
15.	Interact with public and other users visiting gardens and park space equipment as issued.
16.	Take care in use of company equipment and machinery provided

No.	SKILLS AND COMPETENCIES
1.	Effective communication. Must be friendly, polite, approachable and helpful to colleagues, management and visitors.
2.	Understand verbal and written instructions.
3.	Clear written communication skills in order to complete work records.
4.	Ability to plan and organise daily work routines, with guidance
5.	Clear and logical thinking require to deal positively with problems occurring within normal working routine, supported by management team.
6.	Be an effective team player
7.	Committed to personal development. To be prepared to attend practical and theory training and assessment.
8.	Adaptable and able to deal with changing work priorities, as instructed by Management team.

No.	Person Specification	Essential	Desirable
	EDUCATION		
1.	Some formal training in gardening or groundwork (Not essential)		❖
	QUALIFICATION		
1.	Gardening Experience	❖	
2.	Sound knowledge and use of horticultural machinery	❖	
3.	City and Guilds at Level 2 or the equivalent qualification		❖
4.	PA1/PA6 are preferable		❖
5.	Driving Licence		❖
	PERSONAL QUALITIES		
1.	Ability to grasp information and apply recently gained knowledge	❖	
2.	Avid interest in horticulture	❖	
3.	Should possess fundamental practical horticulture skills e.g use of basic hand tools (Not essential)	❖	
4.	Practical experience in horticulture or plant related discipline.	❖	

PERSON SPECIFICATION

JOB TITLE AND GRADE: GARDNER/
DIVISION: LANDSCAPE – LAMBETH
SECTION: PARKS GARDENS

CATEGORY	CODE	REQUIREMENTS	SHORTLISTING CRITERIA
KEY KNOWLEDGE	A1	Demonstrate an understanding of Health & Safety relating to Grounds Maintenance and safe handling of cleaning materials, tools and machinery.	✓
	A2	An understanding of and commitment to Equal Opportunities, Anti-Racist and Anti-Sexist policies, and the ability to relate this to all aspects of the job.	✓
QUALIFICATIONS	B1	2 GCSE'S (Not Essential) Ability to grasp information Practical horticultural experience	✓
RELEVANT EXPERIENCE	C1	Proven experience of working within a Grounds Maintenance environment. To understand Horticultural instructions.	✓
	C2	Experience of working with the public in an inner city multi-racial area either in a paid or voluntary capacity.	✓
	C3	Knowledge of basic Health & Safety relating to Grounds Maintenance and safe handling of cleaning materials, tools and machinery.	✓
KEY COMPETENCIES	D1	Team Working Demonstrate a clear commitment to the team approach; able to assist colleagues and accept advice and guidance from other colleagues	✓
	D2	Communicating in writing Ability to give written information clearly and concisely	✓
	D3	Communicating Orally	

	D4	Speaks confidently, conveying clear messages to colleagues and customers Working with Customers Committed to providing the best possible service to customers	✓ ✓
	D5	Minimising risks Retains an awareness of the work environment, ensuring the safety of customers, colleagues and self is paramount.	
	D6	Able to work on own initiative	
PHYSICAL REQUIREMENTS	E1	Able to carry out the full range of duties with or without the use of aids or adaptations.	

1.	Should the application form for this post be Rehabilitation of Offenders?	YES
2.	Does this post require police check?	YES



Appendix 3.13

Heritage Activities Manager Job Description and Person Specification

Job Description

Job Title:	Heritage Activities Manager, Kennington Park Flower Garden
Grade:	SO2
Function:	Culture and Communities
Reporting to:	Project Executive Team and Project Manager

Purpose of the job

To successfully implement in full the Activity Plan funded by the Heritage Lottery Fund for the social restoration of Kennington Park Flower Garden. This will entail managing all participation and learning activities set out in the Plan including education and learning about the heritage, events management, delivering the volunteer strategy devised for the Plan, providing financial support to the work and managing and supporting the evaluation programme.

Main Duties

1. To lead and work in partnership with other Lambeth staff, the Friends of Kennington Park, volunteers and community organisations to ensure the successful delivery of the HLF agreed and funded seven point Activity Programme, *Blooming Together*, including the launch and pre launch activities.
2. To ensure that education and learning about the heritage of the Flower Garden and its relevance for today's audiences is fully explored and opportunities to use the heritage for understanding about the environment, culture and history are maximised.
3. To resource and ensure that all events included in the Activity Plan are planned and prepared for in a timely manner and that delivery is undertaken to a high standard.
4. To provide marketing and promotional support to all events.
5. To ensure adequate risk assessments and other health and safety requirements are adhered to in relation to all events in the seven point programme.
6. To be responsible for delivering the Volunteer Strategy outlined in the Activity Plan, working alongside the Lambeth Volunteer Centre, Community Service Volunteers (CSV) and volunteers.

7. To undertake a needs analysis to establish the range of skills the Activity Plan requires to skill up volunteers.
8. To develop a programme of induction and training to ensure volunteers have the skills and equipment necessary to carry out their functions.
9. To ensure all volunteers involved with children and young people are CRB (now DBS) checked.
10. To provide mentoring and support to volunteers to ensure they feel part of the team
11. To undertake evaluation work and manage the work of the freelance Project Evaluator
12. To deliver the Activity Plan's learning and participation components:
 - a. to agreed costs;
 - b. against the published timetable;
 - c. to agreed and published target measures of success;
 - d. to ensure that effective evaluation of plan elements is monitored and achieved
13. To prepare monthly progress reports for the Project Manager and Project Executive Team and to maintain and manage the Project Plan for the overall programme and develop mini plans for each discrete activity in the Activity Plan.
14. To ensure proper financial control and management of the Activity Plan delivery.

Person Specification

Essential

Degree level educational standard or appropriate further education qualification
 Some experience in events management, promotions, marketing, advertising or public relations
 Experience in education and a formal learning context
 Experience in volunteer management
 Experience of project evaluation techniques and practices
 ICT skills and writing skills

Desirable

Experience of working with volunteers
 Experience of working in heritage or conservation management
 Interest in history and environmental issues
 Project management and planning skills
 Ability to work with minimum supervision and manage own workload

**HERITAGE LOTTERY FUND
KENNINGTON PARK FLOWER GARDEN PROJECT STAGE 2 APPLICATION**

