

South Park, Darlington, Management & Maintenance Plan

Prepared for Darlington Borough Council and Heritage Lottery Fund

2006



SOUTH PARK, DARLINGTON MANAGEMENT AND MAINTENANCE PLAN

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Abbreviations used in text

DBC	Darlington Borough Council
HLF	Heritage Lottery Fund
MMP	Management and Maintenance Plan
TVSP	Tees Valley Structure Plan

Frontispiece

South Park Ten-Year Management and Maintenance Plan

South Park in Darlington is the oldest public park in the North East of England. It has a long and proud history and has provided the people of Darlington and visitors alike with a wonderful place to relax and enjoy the many facilities since the 1850's. It has also been the focus of Darlington's horticultural excellence throughout the years and with this has come many awards.

In an age where the outdoor world is often viewed through glass or screens and where the necessity for space to relax and nurture healthier lifestyles is paramount, parks and open spaces will play an even greater role in the life of towns and cities.

The restoration project at South Park is enabling us to restore the Victorian splendour of this great park and importantly it is also allowing us to recognise that we live in the 21st century where needs and public aspirations are different. The restored park will reflect this and combine its Victorian origins and historical integrity with modern facilities for all to enjoy.

We are very grateful to the Heritage Lottery Fund and all our funding partners for the financial help and advice in turning vision into reality. However, the real vision for South Park will be reflected in the way it is used and maintained for years to come so that its legacy for the people of Darlington continues.

This document sets out how South Park will be a welcome, stimulating, safe and accessible place for all and our duty as Darlington Borough Council will be to ensure that it continues in this way.



Councillor Lee Vasey

**Cabinet Portfolio Holder for
Leisure Services, Darlington Borough Council**

Introduction

1. The Management and Maintenance Plan (MMP) for South Park has been prepared using the recognised Heritage Lottery Fund (HLF) guidelines. It covers a period 10 years and will be reviewed by HLF on a five-yearly basis. Preparation of the MMP follows implementation of a programme of restoration works carried out at South Park with support from HLF. These works were carried out between 2003 and 2006.
2. The principle objective of the plan is to establish a long-term strategy for Darlington Borough Council to effectively manage South Park.
3. Process of Plan Preparation
 - November 1999: Restoration Plan through HLF Urban Parks Programme of twenty-two restoration proposals prepared by Landscape Design Associates
 - November 2001: Stage 2 submissions - Landscape Design Associates.
 - 2003 – Phase One of restoration project begins
 - May 2004: TGP Contract Drawings prepared and implementation begins.
 - August 2004 – Phase Two of restoration project begins
 - June 2005: Preparation of Management and Maintenance Plan

Adoption Date

4. End of Defects Liability Period, 31 October 2006

Environmental Services Mission Statement

5. "To ensure a clean, green, safe environment for residents and visitors through the delivery of integrated services."

Vision for South Park

6. The end of the current restoration programme heralds the start of a new future for South Park. In the years to come this multi-purpose outdoor leisure facility and centre of horticultural excellence will provide many opportunities for as broad a range of people as possible. In order to drive forward plans for South Park it is important that those involved are constantly reminded of what South Park represents and what it aims to achieve. This vision is outlined below:
 - To conserve the valued historical legacy and special character of South Park whilst developing its role in a modern context.
 - To provide an attractive, safe and welcoming environment for all visitors and user-groups and to provide stimulation for all the senses and relaxation for the mind.
 - To be accessible and open to all, regardless of age, physical mobility, gender, creed, religious persuasion, sexual orientation or ethnicity.
 - To be promoted as a high quality multi-facility venue for a wide variety of events and recreational and sporting activities in a setting of design excellence.

- To provide an exciting and well-equipped educational environment for schools, special interest groups and community groups.
 - To be a model of community involvement and ownership.
 - To be a place of horticultural excellence.
 - To enhance local ecological interest.
7. It is important to state that for South Park to flourish in the future the process of delivering Park provision is crucial. Community involvement and generating ownership are key elements in a strategic approach to long-term management and will provide a sustainable foundation for South Park's future.
8. Utilisation of the Park resources and the process of community involvement are discussed in section.

Aims of Management and Maintenance Plan

9. The park restoration offers not only a completely restored and transformed park but also provides an opportunity to establish a new baseline in standards of care and maintenance.
10. Implementation of the MMP will allow the following aims to be achieved:
- Conservation of the valued historical features of the park in perpetuity
 - Identify conserve and enhance the special character of South Park
 - Achieve a high standard of maintenance and horticultural expertise
 - Develop and maintain facilities to attract users
 - Develop the use of the Park as an educational resource
 - Involve the local community (stake-holders) in the management of the Park
 - Conserve and enhance ecological interests

Content of the MMP

- The Management and Maintenance Plan describes briefly the background and historical development of the park. It outlines the planning policy context and sets out strategies for achieving the stated vision for South Park.
- The plan also sets out the management structure, maintenance specifications, schedules and financial plan required to maintain the Park.

MMP Working Group

11. The MMP working group comprises:
- Mr Ian Thompson, Assistant Director Environmental Services, DBC
 - Mr Ken Poole, Assistant Director, Technical Services, DBC
 - Mr Paul Place, Park Manager (Acting), South Park, DBC
 - Friends of South Park Committee
 - TGP Ltd Landscape Architects

South Park Location

Location

12. South Park is located half a mile south of Darlington Town Centre within the urban envelope in a predominantly residential area. It is the largest park in the borough at 37.6Ha (93 acres). The River Skerne, a key wildlife and recreational corridor in the town, flows north to south through the Park.
 - Figure 1 – Location
(Refer to Figure 1 – Location Plan)

History of South Park

13. A comprehensive and detailed history of South Park is contained in the Heritage Lottery Fund Application Scheme Design and Business Plan prepared for Darlington Borough Council by Jane Darbyshire and David Kendall Ltd in 2003. A full chronological history is set out in Appendix 1. A brief summary of the development is given below.
(Refer to Appendix 1 – History of South Park)
14. South Park has its origins in an altruistic landowner, Sir James Bellasis, who in 1636 left to Darlington, for charitable purposes, a 20-acre farm, Poor Howdens. In 1851 the Trustees agreed to use the greater part of this land as a public park and recreation ground reflecting the growing awareness of public health issues at the time. In 1853 the Park was officially opened as Bellasis Park after drainage works, path formation and tree planting were carried out. It was known by various names before South Park was settled upon. The land at this time lay in a rural location some distance south of Darlington Town itself.
15. Park House with viewing Tower and refreshment room was built in 1853 to house the resident Park Keeper. By 1860's a tearoom was added and East Lodge was built. In 1877 Darlington Corporation purchased the park from the Trustees of the Poor Howdens Charity and it became known as People's Park.

Park Entrance

Park House with Viewing Tower

16. The Fothergill drinking fountain was installed in the Park in 1875.

Fothergill Fountain

17. In 1878 Darlington Corporation acquired and incorporated into the park, the 24-acre estate of Little Polam from a local businessman. This land lay to the north of the Park and doubled its size. The extension improvements were dominated by a large lake and central island but included also a grotto, riverside walk, tree planting, flowering shrubbery, conifer collection and rose beds. Local interested people donated plants to the project. Many features of the 1882 layout (including avenues of trees which were formerly field boundaries) have survived to the present day. 1882 saw the construction of the Victoria Embankment entrance, regarded as the main entrance for the next 45 years. During the year a boating lagoon was formed, a bandstand erected and the first tennis courts opened.

Timber Bandstand

Skaters at Bandstand

18. By 1896 two bowling greens were opened (the first in Darlington), an aviary constructed and the old bandstand replaced. The new Bandstand is now Grade II listed.

Bowling Green

Bandstand Replaced

19. 1906 to 1939 saw the expansion of housing around Darlington and by 1939 terraced housing adjoined the northeast and southern boundaries of the park. The original Park now housed six tennis courts in addition to glasshouses, a play area, rockery, new aviaries and the new cafe.

Rockery & Rustic Bridge

Opening of the Café

20. During World War II the park was used as a collecting point for railings and scrap metal (the South Park railings survived) and most of the playing field was temporarily ploughed for vegetables.
21. 1952 saw the installation of the formal rose garden – 800 rose bushes were planted.

Rose Garden

22. From 1952 to the present day various additions to the park were made and other features demolished. The first dog show was held in 1969.
23. South Park was listed by English Heritage in their Register of Parks and Gardens of Special Historic Interest in 1993. By late 1990's the Park was suffering deterioration due to lack of funds for maintenance and lack of vision for the development of the Park. The resident park keeper (John Morrison, who served for 44 years) and his team would have kept the park to high horticultural standards and the site presence would deter vandals.
24. The current range of restoration projects are now underway, and with the commitment and backing of DBC and HLF, South Park will again attain the popularity and status it once enjoyed.

Funded Restoration in Process

Significance

Cultural & Historical

25. South Park is the oldest public park in the North East of England. It is a fine example of a Victorian Municipal park and is the largest park in the Borough of Darlington. It is the only park in the borough to be entered in the English Heritage Register of Parks and Gardens of Special Historic Interest in England (listed 1993) a designation that confirms that the Park is nationally significant.
26. The Bandstand and the Terracotta Fountain are Grade II Listed structures (Refer to Appendix 2 – Listed Buildings Schedule) and the Park may become part of a Conservation Area.

The Restored Bandstand and Lake

Social

27. The park is the largest in Darlington and is seen as the premier outdoor leisure attraction in the town. Its history is one of altruistic benefactors and public participation. The park provides a green open space for many thousands of people and for local residents, a primary centre of recreation within walking distance. School parties visit the park in summer and attendance is boosted during the annual dog show (a two-day event) and the annual fireworks display held on the showground.
28. South Park offers both formal and informal recreation opportunities and access to all abilities.

Environmental

29. South Park provides a significant contribution to green open space in Darlington. It contains a wide variety of planting, both native and exotic, water bodies – natural and man-made - all of which enhance the ecological resource of the area.

River Skerne and Natural Vegetation

Exotic Species

Land Ownership, Leases and Covenants

- (Refer to Figure 2 for Darlington Borough Council Land Ownership Boundaries, Leases and Covenants.)
- Darlington Borough Council does not currently hold details of adjacent land ownership.

Planning Context / Policy Background

30. This section reviews the planning policy context of South Park where it is relevant to the MMP.

International Context

- 'Agenda 21' emerged from the Earth Summit 1992 and encouraged Local Authorities to adopt a 'Local Agenda 21' for their community and to define a *sustainable development* strategy at local level.

National Context

- 'Sustainable Development: the UK Strategy' 1994, reflects Government commitment to the principles of sustainable development. It determines that Local and Structure Plans must have regard to environmental considerations. Environmental and other costs and benefits of policies and proposals should be systematically appraised.
- South Park was included in English Heritage's Register of Parks and Gardens of Special Historic Interest in 1993. (Refer to Appendix 3: English Heritage Register of Parks and Gardens: Listing Descriptions and Plan).
- Planning Policy Guidance Notes PPG 15 and PPG 17.

- **PPG 15** covers 'Planning and the historic environment' detailing Planning Authority responsibilities in preserving and enhancing the historic environment including listed buildings and their settings.
- **PPG 17** covers 'Planning for open space, sport and recreation'. It outlines planning objectives, which include:
 - o Supporting urban renaissance
 - o Promotion of social inclusion and community cohesion
 - o Health and well-being

Regional Context

31. Regional Planning Guidance for the North East 2002 is to be replaced by Regional Spatial strategy.

Structure Plan

32. In February 2004 the Tees Valley Structure Plan (TVSP) was adopted by five boroughs including Darlington Borough Council. It is based on the principle of sustainable development *"to meet the economic and social needs of the present generation, in a quality environment, without denying future generations at least the same opportunities"*.
33. This document covers the period to 2011 and supersedes the Darlington Borough Council Structure Plan, which was adopted in 2000.
34. Sustainable development is the underlying theme of the TVSP and generally it deals with potential new development. Under the Environmental section there is a recognition that quality of life affects people who live and work in an area and also that environmental quality can deter or attract potential visitors and investors.
35. The following policies have relevance to South Park.
- **SUS2 ix)** Protect and enhance the quality and character of the built and natural environment.
 - **ENV 8 vii)** Maintain the integrity of strategic wildlife corridors (River Skerne).
 - **ENV 11** The Tees Valley Authorities will seek to identify Landscapes of particular archaeological and historic importance and ensure the protection and enhancement of such areas by encouraging appropriate management schemes.
 - **ENV 12** The character and appearance of conservation areas, listed buildings and their settings will be protected maintained and enhanced.
 - The Leisure Recreation and Tourism section recognises the importance of open space and recreation in the overall attractiveness of towns.

Local Context

36. The current Local Plan is the Borough of Darlington Local Plan 1997 Incorporating Adopted Alterations 2001.

Environmental Policies

37. **Policy E9 - Protection of Parklands**
Protects Parks and Gardens of Landscape or Historic Interest (including South Park), from prejudicial development and promotes the safeguarding or rehabilitation of the designed landscape in its entirety. South Park is recognised for its town-wide amenity and recreation value.
38. **Policy E18 - The River Skerne**
Advocates enhancement of the River Skerne corridor.
39. **Policy E3 and E21** protect continuity of open land corridors and continuous wildlife corridors. The River Skerne corridor is part of the open land network of continuous green corridors dissecting the urban area. These extend recreation opportunities and promote nature conservation.
40. **'People and Nature in Darlington'** is the Council's strategy for the Green Environment prepared to provide a policy framework for Nature Conservation in the Borough.
41. Darlington Borough Council **Local Development Scheme (LDS)** 2005-2008.
This document is a three year rolling programme reviewed on an annual basis. It will be used as a basis for the Local Development Framework (LDF) pertaining to developments and community vision for Darlington. This is unlikely to have any significance for South Park unless it's setting was to be affected by development proposals.

Trees

42. **Policy E11 - Conservation of Trees, Woodlands and Hedgerows**
The conservation of trees, woodlands and hedgerows for their landscape and habitat value, and new and replacement planting will be encouraged. Preference will be given to the use of indigenous species where appropriate in planting proposals. However, significant parts of South Park are characterised by ornamentals and in these areas indigenous species should not necessarily be given preference.

Listed Buildings

43. **Policy E30 - Protection of Listed Buildings and their Settings.**
Protects listed buildings wherever possible and controls the design of new development in the vicinity, preservation of trees and other landscape features. Appendix 2 describes the listed buildings at South Park.

Safety and Security

44. **Policy E46 - Safety and security**
The sensitive design of buildings and landscaping can reduce opportunities for crime and fear of crime. The Police Architectural Liaison Officer should be consulted to allow safety and make provision for security in the design of schemes from the outset.

Recreation, Leisure and Community

45. Provision of recreation and leisure opportunities enhances quality of life. Community life can be nurtured and sustained by provision of appropriate facilities and services.
46. **Policy R1 - *Designing for all***
New development required to meet the needs of all the community including children the elderly, disabled and young children. The public space should be accessible and usable by all members of the community.
47. **Policy R2 - *Access for people with Disabilities***
Refers to new and existing buildings
48. **Policy R12 - *Access to Open Land and Countryside***
Encourages public access by maintaining and extending existing path networks and rights of way for pedestrians, disabled, cyclists and horse-riders. As walking is the most common form of recreation, the public rights of way are potentially the Borough's most important recreational asset.

Tourism

49. **Policy TO2 - *Borough Heritage***
The Council will encourage the conservation and restoration of buildings and sites, which are important to the industrial and cultural heritage of the borough.

Services/Utilities

50. Services information is currently being compiled and will be available from the design team on completion of the current restoration programme until such time as the Health and Safety File has been compiled and handed over to DBC. This will form a supplement to the MMP in the first instance to be integrated following the year five review.

Existing Management and Maintenance

51. At present South Park has six full-time members of staff on site. Overall management of the park is carried out by the Park Manager. A Park ranger is also employed. At the time of preparing this plan the roles of park staff were going to be reviewed in order to find a better fit with the needs of the park post-restoration.
52. South Park is blessed with a team of four full-time Gardeners who are based on site. They are supervised by and work closely with the other two members of park staff. Their primary focus is horticultural maintenance as well as litter and inspections of key public areas such as the children's play areas. They are also trained to look after the animal enclosures and aviaries and they provide an out of hours on call service related to park security.
53. Repairs and maintenance for park buildings, play areas and other key areas are carried out by Darlington Borough Council's own teams of blacksmiths, joiners, plumbers and others. This can normally be arranged within 24 hours or immediately if there is any threat to public health and safety. The park holds the budget for this work.

54. Table 1 outlines the annual management programme, describing key areas of work and primary responsibility. (Refer to Table 1: Annual Management Programme).
55. All maintenance regimes in South Park follow Darlington Borough Council Grounds Maintenance Service documents.
56. All monitoring and quality auditing is based on these documents. These schedules are being revised to include all new landscaped areas and buildings that have come about as part of the restoration project.
57. Details of day-to-day activities are referred to in the South Park Grounds Maintenance Standards (Refer to Appendix 7). The full documents are available on request.

South Park Restoration

58. The deterioration of South Park from its heyday of Victorian splendour arose from gradual neglect and lack of funds although alterations and additions continued to be implemented in an ad hoc fashion. The team of gardeners at the park also ensured that horticultural standards remained even if other aspects of park infrastructure were declining.
59. A programme of extensive restoration work has been implemented within the last few years to reverse the deterioration process. The MMP is the vehicle by which future enhanced development will take place. It allows for regular review of all elements within the Park and will formulate actions for maintenance. This will allow budget forecasts to be made and funding to be made available.
60. The following restoration projects (referred to as A1 to A22) have been implemented with the support of HLF Urban Parks Programme.
 - A1 Repair and redesign Park Lodge and Café including new public toilets; Park Managers and Ranger offices; new club rooms for bowlers and a new teaching block.
 - A2 Refurbish bandstand and provide new landscape setting.
 - A3 Refurbish Terracotta Fountain.
 - A4 Improvements to maintenance compounds for gardening staff.
 - A5 Refurbish and relocate Fothergill Drinking Fountain.
 - A6 Demolish existing toilet Block.
 - A7 Refurbish Parkside and Grange Road boundary railings.
 - A8 Improve and enhance entrances along Parkside and Grange Road boundaries.
 - A9 Refurbish Victoria Embankment entrance.
 - A10 Refurbish northern boundary railings and entrances.
 - A11 Refurbish footpaths in priority areas of the Park.
 - A12 Reinstate missing section of historic Circuit Walk.
 - A13 Rebuild Lake.
 - A14 New play facilities for under 5's, 5-12 and teenagers including all-purpose games area and a new skate board park.
 - A15 Restore rockery and ornamental pools.
 - A16 Create new rose garden.
 - A17 Create new sensory garden on site of Grotto Garden.
 - A18 Tree works and new tree planting.
 - A19 Refurbish shrubberies; renew hedges around Lodges.
 - A20 New Park furniture.
 - A21 New signage.

A22 Establish interpretational and educational initiatives.

(Refer to Appendix 9: List of As Built Drawings)

61. The park has also benefited from the installation of three new CCTV Cameras, monitored 24hrs a day from the Town Hall CCTV Control Unit. Other recommended works have also been carried out to compliment the restoration project. Funded by Darlington Borough Council these have included:
 - Restoration of railings on other side of Parkside
 - Improvement works on the aviaries and animal enclosures
 - Rebuilt raised carpet bedding bed for summer badge designs
 - Renewed and redesigned trellis screen near to bowling green (designed by the gardeners)
 - Restore chains and bollards feature along river walkway
 - Reconstruction of hardwood “park regulars winter bench” under veranda at Lodge
62. In 2006 the old Potting Sheds and Nurseries building at the park is being rebuilt and extended to provide a Social Services Day Centre for people with learning difficulties. The aim is to bring usually marginalised groups into the mainstream of the park and explore ways of involving this group in park activities in partnership with Social Services.
63. The following projects were not included in the recent restoration works but are recommended for consideration in the future management strategy for South Park.
 - Minor repairs to Jardinière.
 - Minor repairs to plinth of Fowler Monument; provide new/replica sculpture on plinth.
 - New native tree and shrub planting and longer grass/wildflower meadow around north and northeast boundaries of Park.
64. Figure 3 illustrates the current layout and features of South Park and Appendix 3 contains an inventory of all the features in the Park. (Refer to Appendix 4 – Inventory of Park Features and Figure 3 – Park Features).

Issues and their Resolution

Safety and Security

65. Research commissioned by CABI Space in 2004 found that 91% of people believe that public parks improve the quality of their life. Yet, one in five believe that it is ‘not worth investing money in the upkeep and maintenance of local parks because they will just get vandalised’. It was also found that public opinion supports taking positive and appropriate action to stamp out anti-social behaviour. (CABI 2004. *Public Attitudes to Architecture and Public Space: Transforming Neighbourhoods*, by MORI and CABI 2005 *Decent Parks? Decent Behaviour?*). Research like this and more importantly experience, points to the fact that the decline in the quality of a public park contributes to an increase in or onset of anti-social behaviour, vandalism and crime. It has also demonstrated that improvements to parks can reduce these negative elements that detract from their enjoyment.
66. People who walk through the gates at South Park should feel welcome and safe and unthreatened by a fear of crime or crime itself. The restoration of South Park, incorporating appropriate high standards of design elements, is already having a positive affect on reducing anti-social behaviour but effective on-going management and a well-coordinated approach with all agencies and the local community have reinforced this. This will continue and form a key element in the future

management of the park. Alongside this will be a complete review of the current by-laws, many of which are out-of-date, to ensure that the following issues are dealt with and resolved pro-actively.

Anti-Social Behaviour, Vandalism and Crime

67. The South Park Strategy to deal with these issues includes both direct and indirect methods. The current By Laws are being reviewed. Direct methods of dealing with the problem include:

- Uniformed Wardens and a full time Park Ranger are on site during the day. Regular joint policing meetings enable the sharing of intelligence and a much greater zero tolerance approach to trouble and vandalism, including the targeting of Anti-Social Behaviour Orders and prosecution where possible. Three CCTV cameras operate on site and are linked to the policing service in Darlington.
- Vandalism covers graffiti and damage to buildings, artifacts and plants. The MMP includes for reporting of any incidents to the police. The weekly maintenance review programme would assess both immediate remedy and any required changes to prevent a recurrence. Swift repairs of any damage and the weekly removal of graffiti forms part of the maintenance schedules for the park. If graffiti is obscene in nature it will be removed within 24hrs.

68. Indirect methods to prevent anti-social behaviour include:

- Community involvement is a key part of the strategy for reducing problems. The planned development of Park Patrols by the Friends of South Park will help to provide more eyes and ears as well as a positive and helpful presence for legitimate users and visitors. The aim will be to have weekly patrols (at weekends) and more frequent patrols during the school holidays if numbers of volunteers allow.
- Part of the role of the full-time park staff is to engage positively with young people and give them a chance to be more involved in park life, even down to simply asking regular basketball players what the best type of hoops are and then delivering these for them. A very successful example of this was the involvement of skate boarders in the design of the new skate park.
- The restoration projects include facilities for all ages. It is hoped that this will encourage legitimate use of the park. There are plans for events and initiatives that are targeted at young people and the new education centre, that forms part of the restoration project, will provide a venue for some of these.
- Implementation of the Education Strategy (Appendix 4) will reinforce positive links to school and community groups promoting greater understanding about the Park. From 2004 onwards local schools have been involved in many aspects of the restoration project and the aim is to target those primary schools that are located on estates where trouble often arises. If children can be engaged positively in the park at a young age their approach may well be more positive as they get older.

Litter and Dog Fouling

69. Regular inspection and litter picking will be a daily part of the maintenance schedule. The existing designated dog bins will remain in the park and will be emptied three times a week. New litterbins have been installed as part of the restoration works. The bins are covered to prevent rubbish being blown and disturbed by crows, gulls, foxes and the like. The public are encouraged to place dog

mess into these bins as well as the dog bins and these are emptied every day. Uniformed Wardens can issue on the spot fines if absolutely necessary but the intention is to avoid such extreme measures.

Lake

70. The lake poses a potential danger though the design and access is designed to minimise this risk. Where there is no railing a buffer zone of marginal planting fringes the water to prevent direct access. However, appropriate safety notices complying with ROSPA recommendations will be placed at the lake.

Access

- DBC encourages access by the able-bodied to South Park by Public Transport or on-foot.
- Disabled/wheeled access is available throughout the park and where there are steps alternative routes are available
- Responsible cycling will be encouraged provided consideration is given to pedestrians, particularly the infirm.
- Vehicle access is strictly controlled and only essential maintenance vehicles will be allowed inside the park as well as disabled mini-buses dropping groups off.

Conflict of Interest

71. Conflict of interest inevitably arises where a substantial number of people from a variety of age groups and with varying degrees of mobility are all using a facility.
72. The formal play and recreation areas are designed to suit separate user-groups. If this is abused (for example by teenagers "hanging around" the youngsters play area) then the park staff may be required to ask them to moderate their behaviour or move away. Likewise the rose garden would be expected to be a quiet haven where children do not career around noisily. Again the park staff would in the first instance deal with any such nuisance conflicts.
73. It is anticipated that the park will be used by dog-walkers. Existing dog bins and dual-purpose litterbins are provided. By-laws can be used to deal with control and fouling issues with fixed penalty notices available through dog wardens. The Wildlife and Countryside Act 1981 does not permit disturbance to wildfowl round the lake or River Skerne.

Geese

74. The fouling that geese can generate has been identified as a potential problem on the footpaths and boardwalks particularly around the lake. Waterfowl droppings will be cleared from the boardwalk and the stone edges through pressure washing at regular intervals and debris will be removed from the water. The number of geese, in particular, will be monitored and their subsequent impact on the area. Alternative measures may be considered at a later stage if they become problematic.
75. Over coming years the intention will be to educate the public to feed alternatives to bread to the waterfowl. Grain for feeding will be available from the Rangers on specific educational outings and the sale of wild birdseed from the café will be considered.

Vision and Objectives

76. The Vision for South Park was stated in Section 1.6. The Vision statements differentiate between the physical provision and the process of delivery as follows. Many of the aspirations and means of achieving them are discussed in other sections:

- Safety, Security, Accessibility: Section 8
- Interpretation, education: Section 10 (and Appendix 5: South Park Education Strategy)
- Community involvement: Section 10

77. Following restoration of many of the historic structures and landscape DBC would now wish to see South Park maintained and managed to the highest standard possible. This section sets out objectives to achieve a high standard of physical provision within the existing management and maintenance framework for each character area of the Park.

Objectives for Character Areas

78. The character of South Park is generally one of “Informal Amenity Parkscape” but within this there are formal landscaped areas of Victorian origin and formal recreation areas. These areas were identified within the Stage 2 HLF Submission Report and also can be cross-referenced to:

- Appendix 3: English Heritage Register of Parks and Gardens: Listing Description and
- Appendix 4: Inventory of Park Features. Refer to Appendix 10 for Stage 1 and Stage 2 historic research sources.

79. The following different character areas determine the level and intensity of maintenance required.

Informal Amenity Parkscape

- River Skerne
- Walks and promenades, including Circuit Walk
- Showground – grass and peripheral trees
- Lake and associated vegetation, boardwalk
- Aviaries
- Avenues, shrubberies, trees in grass

80. Whilst it is important that these areas are maintained in a tidy fashion, are in a good state of repair and are attractive in appearance, they do not require the high intensity and specialist horticultural knowledge of the formal areas. The informal areas should be pleasant and relaxing with flexibility for varied use.

Walks & Promenades

Showground & Periphery Planting

The Lake and Associated Vegetation

Restored Avenues

Formal Landscape

81. *Rose Garden*

This is a restored version of the original rose garden in a modern idiom. It provides an educational opportunity and reduces the maintenance requirements of the original design but reflects the late Arts and crafts period of the original in its geometric design and strong architectural framework of hedges and structures. It is formal and enclosed, defined on three sides by yew hedging. The footpaths are fibredec (resin bound gravel) with a central brick path incorporating steps. Following the path around a different route provides a more accessible alternative to steps.

Planting beds are geometrically arranged. A feature pergola supports clematis. There are several seats. The planting includes a wide variety of shrubs, roses, ferns, bulbs and herbaceous material. It is envisaged that this will be used for quiet recreation and enjoyment of the colours and scents of the plants. It will require a high level of maintenance and horticultural knowledge to ensure a manicured appearance and optimum display of vegetation.

View of restored Rose Garden

View of restored Rose Garden

View of restored Rose Garden

82. *Rockery*

This area has been restored as an attractive historic feature but in a more robust and durable style. It will enhance views into the Park from Grange Road; increase botanical diversity and further interest in the area west of the river. The pond and rockery have been cleared out and rockery stones augmented and rearranged. Some of the existing trees and shrubs have been retained but there is a significant amount of new planting including trees, herbaceous material, ferns, bulbs and shrubs.

View of restored Rockery

View of restored Rockery

View of restored Rockery

83. Planting areas have been bark mulched. The juxtaposition of planted rock slopes, plants and trees set off by the pond will offer a 'surprise' element to the park differing in texture and character from the surrounding landscape. Like the rose garden this area will require a high level of horticultural knowledge but it is a more relaxed arrangement, which does not require intricate manicuring.

84. *Sensory garden (formerly Grotto)*

The Grotto garden has been restored as a sensory garden, combining raised and low beds in a strong geometric layout with a variety of surfaces (brick trim, gravel and fibredec and lawn) offering various colours and texture. A formal water feature is the focal point within a seating area. A filtration system has been installed to reduce levels of bacteria and algae and trap debris. Planting is themed for year round interest, scent, colour and textural variety and includes shrubs, herbs and grasses. Box hedging unifies and defines the different zones. It is a restful garden with opportunities to sit and contemplate. It is intended that the area might be of particular interest to users who may have visual or other impairment. For this area to be successful it must be maintained to a high standard with all circulation areas keep clear and free from overhanging vegetation and debris.

Sensory Garden under construction

85. *Ornamental bedding and miniature hedges*

This reflects the Victorian origins of the municipal park and the predilection of that era for bedding displays in controlled patterns. These areas are concentrated around the bowling greens near Clock Tower Lodge and will require regular and intensive attention to keep them looking crisp. Apart from the cyclically changing bedding material they are set in grass, which requires to be neatly edged around each bed. Likewise the hedges must be kept neat and crisp for them to be effective. All bedding plants are provided by Darlington Borough Councils own nurseries and the design of the beds each year is carried out by the full-time gardeners.

Formal bedding display

Miniature Hedges

Formal Recreation

- Play area
- Bowling Green
- Multi-court and Skateboard Park

New Play Area

Bowling Greens

Multi-courts

86. The objectives for these areas are that they should be maintained to suit their function. The play areas, multi-court and Skate Park should be safe and fully functioning in accordance with legal requirements and should also be attractive and exciting. This objective will require management flexibility in adapting equipment or replacing over time.

Buildings

87. The buildings comprise functional facilities integral to the modern Park, a focus for organised activity and a commercial opportunity. These are the Lodge, Café, Education Centre (Outside In), educational and ranger facilities, Bowlers Changing rooms and toilets. It is imperative that they be maintained to a high standard reflecting the status of the park as a whole.

Park Lodge

Park Lodge & New Teaching Block

Structures

88. Bandstand, Fothergill Drinking Fountain, entrance features and other Victorian artefacts.

Restored Main Gates

Aviaries

Restored Bandstand

89. These include the listed structures (Appendix 2) and provide interesting visual focal points and historic references. The Bandstand is a venue for band music and other uses. Approaches to it are formal and provide grassed 'overflow' space for larger audiences. The continued upkeep and provision of an appropriate setting to all historic features is integral to the Park legacy.

Objectives for Biodiversity

90. DBC recognises the potential for increasing wildlife value in South Park and will aim to achieve this through maintaining a variety of habitats, and a linked network of structure planting including hedges, trees, shrubs and open ground and water. The large open grassed area that is the show ground has to be left as a rather sterile area in order to house the community events and shows that it is so famous for.
91. Four species of bats are active in the park particularly around the lake and river, which are used as feeding zones. Bats are one of a number of protected species, including water voles and newts, which historically were present in the park. Under the Wildlife and Countryside Act 1982 (1984) and Conservation (Natural Habitat) Regulations 1994 strict procedures must be adhered to including notifying the relevant Conservancy Agency when considering any work which may affect protected species to safeguard their habitats. This will include works to trees and buildings, which may affect bat roosts. Throughout the restoration project various surveys were carried out in order to protect wildlife.
92. Implementation of a further range of projects could incorporate new native tree and shrub planting and longer grass/wildflower meadow around north and northeast boundaries of the Park as recommended in the HLF Stage Two plans (but excluded from that bid). This would reduce the maintenance burden in these areas.
93. The newly planted aquatic vegetation at the lake will provide a useful marginal habitat.
94. A stronger partnership with the Countryside Section within the council has been established with the aim of carrying out joint projects to enhance and promote biodiversity in and around South Park.

Objectives for Vegetation

Trees

95. South Park has a wide variety of trees and is well known for many of its tree specimens, especially the two multi-stemmed Wellingtonia near to the Clock Tower Lodge. The trees in the park were surveyed in 2001 and the results presented as a report, a set of drawings and schedules, which included recommendations for tree work and replacement trees. A variety of new trees were planted as part of the restoration works and as a result there is now a wide range of tree age, type and condition. The aim of tree management is to maintain a healthy tree stock with new planting taking place on a cyclical basis to ensure continuity of features such as the avenues.

Shrubs

96. Shrubberies are very much in the spirit of the Victorian park character and offer shelter, enclosure, colour and additional habitats. The restoration works include new shrub planting in accordance with specific location and function. For example the restored rose garden, sensory garden and rockery will house a more specialised range of shrubs than the informal recreation areas. The aim of this MMP is to maintain and enhance a variety of shrubs in sound health and maximise visual interest. All maintenance is to be carried out in accordance with good horticultural practice.

Grass

97. The majority of the grass is close mown amenity grass. The bowling green will require a higher level of maintenance as will the grass area around the bedding between the Main Entrance and Park Lodge. Longer grassed areas will be considered near to the lake as part of the management of Canada Geese and the protection of marginal planting.

Specialist plants

98. South Park contains several areas of more formal specialist planting, namely the rose garden, the grotto and the rockery. In addition aquatic vegetation has been introduced at the lake margins. The maintenance of these plants requires particular horticultural knowledge thus offering the opportunity for horticultural training.

Plant lists

99. Plant lists were compiled for the Stage 2 submission to HLF for restoration works. These are intended as guidance for appropriate planting according to the historic age and character of each area as well as respecting the aims for water diversity. They include trees, shrubs, ferns, herbaceous material, marginals and aquatics, hedges, bulbs and bamboos, urn plants, roses and rockery plants. The plants selected for the current restoration works were selected from this list and it is intended that the lists be used by the maintenance team as a reference for replacements or new works. The lists are contained in Appendix 6. (Refer to Appendix 6 – Plant Lists).

Objectives for Water

100. There are four areas of open water in south Park:

- River Skerne
- Lake
- Rockery Pond
- Sensory garden water feature

The Lake

101. Water is an attractive addition to any public open space provided it is clean and well maintained and also contributes to ecological diversity. It is therefore an objective that the four artificial water features (lake, pond, water feature and Terracotta Fountain) function correctly and are free of litter and unwanted vegetation.

Objectives for Buildings and Structures

102. The functional buildings and their surround should be kept in a sound state of repair and maintained to a high level of cleanliness, free of litter. Repairs and defects in both the fabric and functioning of the facilities, particularly the toilets, should be attended to promptly. The ornamental structures should also be maintained in good repair and any defects attended to promptly in a manner appropriate to the maintaining historical integrity.

Utilising the Park

103. The vision of the park appreciates that, to thrive, the Park must embrace a wide range of interest groups. This section outlines ways in which community involvement will be nurtured.

Community Involvement

104. Friends of South Park

Early in its history South Park was called 'Peoples Park'. Parks are about people and the community in which they are situated. For South Park to be successful, community involvement is a key component, not just in the use of the park resources on offer but also in how those resources are developed, delivered and maintained. A healthy, well-run and well-supported Friends of South Park Group is an important aspect of this and, at the time of writing, the Friends group had 93 active members many of whom are involved in practical tasks around the park such as organising events and carrying out Friends Patrols. 2005 saw the establishment of a very successful Friends Gardening Club. The club have taken over the maintenance of some key horticultural areas with input from the team of Gardeners.

105. In the future the Friends group will evolve, grow and develop with support from Park Staff. The aim is to see the Friends both as an integral part of the running of the park and also a body that can raise funds for other projects in and around the park. The Friends of South Park constitution closely reflects the vision for South Park, reading as follows: -

106. *The aims of the Friends of South Park Group shall be: -*

- *To promote South Park and all that it offers to benefit all sectors of the local community and to ensure that it is accessible to all.*
- *To play an active role in ensuring that South Park provides an attractive, safe, stimulating and welcoming environment for all visitors.*
- *To encourage the use of South Park as a venue for a wide range of educational, cultural and sporting events and initiatives.*
- *To help to promote and conserve the valued historical legacy of South Park.*
- *To consult with and represent the views of park users.*

107. A short film has already been produced about the Friends and this will be used as a recruitment tool. It can be viewed at <http://www.darlington.gov.uk/Leisure/Parks/South+Park/Video+Clips.htm>

108. It is also recognised that for facilities to reflect what users want, the users themselves need to be involved in designing and planning them. A good example of this was the involvement of 270 skate boarders in designing the new South Park Skate Park. Not only was the process of involvement seen as positive but also the legacy is a skate park that is owned, in spirit, by the users.

Design for new Skate Park

Skate Park under construction & Graffiti artist decorating the area

Prison Partnerships and Restorative Justice

109. Community involvement will also extend to those excluded from the community and in prison but who wish to have a positive impact on it. A positive partnership has been established between South Park and some prisons in the region to enable this to happen and forms a key part of restorative justice in the community. It is hoped that this partnership will have a positive impact on other projects across the Borough of Darlington in the future in addition to providing the basis for a more on-going partnership with South Park. The partnership is facilitated by the Inside Out Trust and the North East Restorative Community Partnerships (NERCP) and reflects and learns from other positive experiences across the region. As part of the restoration project, prisons have produced all of the furniture for the new education centre and other items such as foldaway bandstand chairs, bird boxes, duck houses and fencing. Part of this partnership involves park staff going into the prisons and showing inmates the positive impact that they are having on the community outside.

Horticultural

110. A standard of excellence in horticultural activity is an important core feature of South Park. From early on in its history people have visited the park to delight in its floral displays and beds.

111. Darlington Borough Council has an excellent reputation for its horticulture. Bedding and floral displays, well managed tree stocks and very high standards help to transform the town. South Park has always been a key focus of this by winning many awards and much public praise. This will continue and be enhanced in the future with additions to the team of full-time gardeners support and from the Council's own nurseries. The new formal gardens – the Rose Garden and Sensory Garden - will add a new dimension and increase the more formal horticultural attraction of the park.

112. South Park also has over 1400 trees with much work being carried out as part of the first phase of the restoration project. There is a wide range of tree species and age. The aim is to maintain this diversity and add to it in the future through a well-managed programme of tree maintenance and planting. This will also create a much broader age range adding to future sustainability.

113. Horticultural waste will be managed with the establishment of compost, leaf and wood chip heaps in order to contribute to a more sustainable and site based approach. This approach was the norm

in the past and recent years has seen a move away from it. The aim is to move back to this site-based, sustainable approach over the coming years.

114. Horticulture is also a key area for community involvement in the park. The Friends of South Park are already involved in regular gardening days and this will be extended in the future with guided gardening days and regular workshops.

Friends of South Park Gardening Club

115. The team of full-time gardeners will be the mainstay of much of the horticultural work in the future and they will have close involvement with other groups of volunteers as well as any apprentice scheme that is developed.

Education and Interpretation

116. Park Staff are developing a long-term 'Education Strategy for South Park. The aims, facilities, and means of providing education, the consultation processes and details of the educational programmes and how the schools are involved are set out in Appendix 5 (refer to Appendix 5 – South Park Education Strategy). However the vision for this element is set out briefly below.
117. The park will be an excellent educational facility with a primary focus on wildlife and the environment as well as initiatives that help to promote the social and cultural context of South Park both past and present. The combination of a fantastic outdoor classroom (the park itself) with a well-equipped indoor facility (the new Education Centre – called 'Outside In') and trained and experienced staff will provide what is needed for an innovative mix of stimulating, well-planned and fun activities and events. Not only will this provide schools with an additional resource for the delivery of certain elements of the National Curriculum but it will also provide special needs schools with a new place to bring children and young people for different types of sensory stimulation and input.

Children & Park staff launching DVD for schools

Wildlife and Biodiversity

118. South Park provides a variety of habitats and supports a wide range of fauna making an important contribution to biodiversity at the local level. With a lake, a river and good range of trees and shrubs it provides different habitats. Wildlife surveys demonstrate the range of species of birds, bats, and waterfowl as well as a historical presence of water Voles. It is difficult to judge what impact the restoration project will have but it is anticipated that the range of landscapes will provide for the widest possible biodiversity in a town park. For example the newly planted aquatic vegetation at the lake will provide a better and improved useful marginal habitat.
119. Plans for the future will involve extending the range of habitats by increasing the number of 'wild' areas on the south side of the park so that we offer a formal Victorian type park on one side and a less intensively managed country type park on the other.
120. Future maintenance will take into account the range of habitats and any necessary mitigation will be adhered to and where possible any disruption to wildlife will be avoided.
As well as contributing to enhanced biodiversity the aim is also to broaden the educational appeal of the park so as to extend what is on offer to schools, specialist interest groups and community groups.

Aviaries and Animal Enclosures

121. The aviaries and animal enclosures at South Park have been a great attraction for many visitors over several decades. During early 2006 the Council will be carrying out improvement works on these to provide a much better visitor attraction, a more appropriate mix of animals and better signage and interpretation. Throughout 2005 the Friends of South Park and park staff are carrying out visitor surveys about the aviaries to gather public views of what is liked and disliked about them and how people would like to see them changed. This will provide information that will help to inform what improvement works are carried out in 2006.
122. The animals are looked after by two of the horticultural team who receive training in small animal welfare and animal husbandry.

Historical Conservation

123. One of the key aims of the restoration project was to restore and enhance the historical structures in the park and this has created a new baseline for future maintenance. Being the oldest public park in the North East of England South Park's history is an important part of Darlington. This has been brought to life once again by the restoration project and the aim is to promote this and maintain to a high standard those symbols of its history such as the bandstand, the fountains and buildings.
124. As part of the on-going educational program attention will be increasingly drawn to the park's history. This is being helped by the publication of a new book about the history of South Park in late 2005. This is available on request.

Events, Sport and Recreation

125. South Park is a multi-facility venue for a broad range of events and activities. Much already takes place at the park and on the main Show Ground – including a Fireworks Extravaganza that attracts up to 70,000 people and one of the biggest Dog Shows outside of Crufts. It also hosts several football teams and regular sporting activity. Many smaller events focusing on wildlife also take place such as regular Bat Watch events and tree and earth walks.
126. This will continue in the future but will be greatly enhanced by an increased programme of regular and diverse events. Musical events and drama at the Bandstand and various events and workshops run from the education centre utilising the whole park.
127. The park will also continue to offer two top-class bowling greens and changing facilities for bowlers, a multi-use ball court and tennis facilities, a skateboard park and five football pitches.

Park Cafe

128. As part of the restoration project the café is being significantly renovated and refurbished. Opened in 1908 it has long provided a place to enjoy tea, buns and homemade ice cream and has always provided a good focus in the key public area of the park.
129. Once re-opened the aim will be to provide once again an excellent park 'community' café with an outdoor seating area. In combination with the new education centre there will also be an enhanced catering facility in the park for larger groups.

130. Decisions about the running of the café are currently being taken and the likelihood is that DBC will take on the running of this important park facility

Awards and Recognition

131. In order to recognise the high standards, the community involvement and excellent services that already exists our aim in the future is to strive for awards such as Green Flag. This will also enable the park to constantly strive for even higher standards and will give pride to the town and to those more closely associated with the park such as staff and voluntary groups such as the Friends of South Park.

132. In the future the aim is to attract people into the park not just on the basis of it being a good overall park but also on the basis of many of its individual elements. In this way we will look to extend the overall appeal and attract in those who wouldn't normally just come to 'a park' but who may be attracted by some of its parts.

Proposed Management

133. The staffing and management of South Park falls within the Environmental Services Section of the Community Services Department of Darlington Borough Council. Environmental Services also includes Horticulture, Arboriculture, Parks and Open Spaces, refuse and recycling and Street Activities as well as the Uniformed Warden Service. The overall responsibility for South Park and related service lies with the Assistant Director, Environmental Services. Officers within the section will work in close liaison with the South park Manager to deliver the requirements of the MMP.

134. The management structure flowchart (refer to Table 2) shows the position of South Park Staff in the context of Environmental Services. It should be noted that the team of Gardeners at South Park while being managed and supervised by the Park Manager also link closely with Horticulture. The South Park Manager will work closely with the Horticultural Officer on delivering the requirements for South Park. Once again the overall responsibilities for this service lie with the Assistant Director – Environmental Services.

135. The flowchart shows lines of management but it should be noted that the South Park Manager can call on other sections within Community Services as well as the wider Council in order to deliver all services needed at South Park. For example defect repairs will be carried out by the in-house Building Services and Maintenance section that can provide joiners and blacksmiths the same day if needed. All cleaning contracts are arranged via the Building Cleaning Manager and any necessary tree maintenance work is carried out via two Arboricultural Officers and the in-house tree maintenance team. This team currently shares the South Park offices and this close proximity has helped greatly in the maintenance of trees within the park.

136. The changes introduced as part of the restoration process include the appointment of a Park Manager and Park Ranger and an increase in security and wardens.

137. Job descriptions for all posts shown in Table 2 are held by the Human Resources Section.

Training and CDP

- New employees are employed at the necessary standards needed to meet all stated service provision

- Park staff receive additional training on all key areas including appropriate training for employees of Darlington Borough Council in order to understand policies and practices.
- Gardening Staff receive on-going training, especially on any new equipment to embrace recognised best practice. Some of this training is delivered in-house and some is delivered by the Durham College of Agriculture and Horticulture, Houghall, which is a leading and recognised provider of horticultural and arboricultural training.
- The Park Manager and Ranger are also encouraged to attend training and conferences offered by the Institute of Leisure and Amenity Management and Green Space as well as other key specialist bodies.
- Any other needs for additional training are identified as part of the Performance Development Review and appraisal process at twice yearly intervals.

Proposed Maintenance

138. Proposed maintenance is a function of character areas and components within each character area. This includes hard and soft landscape, boundaries, features and buildings and recreation facilities.

139. Table 3 details the following information for each park component.

- Management objectives
- Tasks required to meet that objective
- Time of year the task is to be carried out
- Frequency of the task
- A measure of each component (length, area or number)
- Unit cost
- Total cost

Performance Specification

140. South Park maintenance standards are detailed within this document (refer to Appendix 7 – South Park Grounds Maintenance Standards).

Financial Plan

141. Table 4 outlines the 10-year financial forecast for the Park.

142. The net expenditure is from Darlington Borough Council budgets. Each department is given a resource allocation for all the services it provides, which is identified in the Medium Term Financial Plan (rolling 4 years) and it is the department's decision on how these resources are allocated between their various services. There is a commitment from the Management Team to maintain the net expenditure funding for the park over the next 10 years.

143. It should be noted that no rental income for the café has been shown for 2005/06 as a service provider has not yet been agreed at the time of preparation of the MMP, likewise, no income is likely to be generated from events in the same year due to the proposed development of the show ground which will result in no staging of the Dog Show or Fairs.

Monitoring & Plan Review

144. As part of the delivery of all services in South Park regular environmental and quality monitoring and auditing takes place to ensure that all agreed maintenance schedules and standards laid out in this plan are fully adhered to. This will continue to be developed within South Park. Quality monitoring schedules are available on request from the Quality and Audit Office.
145. On-going evaluation and visitor surveys post-restoration will provide a gauge to judge the impact of the improvements in services on usage. Evaluations will also be carried out of individual events and initiatives. The information will be used to improve services and provide a better picture of who is using the particular services and whether South Park is providing greater reach for more sectors of the local community.
146. As new developments take place and new initiatives evolve at South Park there will be a need to revisit this ten-year plan. It is proposed that a plan review takes place within 18 months of publication and then after five years. These reviews will take account of park-based evaluations as well as new strategic policies that are being developed at the local and national level that may require inclusion.

TABLES

Table 1: Annual Management Programme

Table 2: Management Structure Flow Chart

Table 3: Maintenance & Management Schedule

Table 4: Ten Year Financial Forecast

TABLE 1
Annual Management Programme

This table provides a brief outline of key areas of work and highlights who is primarily responsible. It is not intended as an exhaustive list of all areas of work and is neither intended to provide a complete breakdown of specific tasks.

Key: SPM/R South Park Manager and Ranger
 SPG South Park Gardeners
 CS Community Services
 ADES Assistant Director – Environmental Services
 EM Events Manager for Darlington Borough Council (DBC)
 FOSP Friends of South Park

Item	Responsibility	Objectives	Frequency
Events Programming	SPM/R, EM and Countryside Section	To provide a diverse range of events all year round.	Annually.
Events management	SPM/R, EM, FOSP	Ensure smooth running of events	All Year round
Educational Initiatives	SPM/R, DBC Countryside Team	Implement education strategy and create a programme of sound educational events	All Year round
Publicity and marketing	SPM/R, DBC Communications Unit	Publicise the Park and activities.	All Year Round
Website maintenance	SPM/R	Keep Website current and interesting	Monthly
Newsletter	SPM/R	Publicise the Park and activities.	3 per annum

Table 1 – Annual Management Programme

Item	Responsibility	Objectives	Frequency
Friends of South Park and Volunteers	FOSP, SPM/R	Supporting activities of Friends group and other Volunteers	Ongoing
Financial monitoring	SPM/R, ADES	Sound financial management.	Monthly
Franchise management	SPM/R, Legal Dept	Quality franchise provision	Annually initially. Agreed contract periods thereafter.
Sports facility management	SPM/R, Leisure Services and Sports Dev. Officer	Ensure facilities safe and playable during season of use and available if practical at other times.	All year round.
Community consultation	SPM/R, FOSP	To have staff available to attend park user and local community group meetings as often as required. See also newsletter.	As required
Building management	SPM/R, CS Buildings Services	To maintain the buildings in a manner consistent with the aims of the park. Including weekly alarms and security checks	Annual Inspections and weekly systems checks
Horticultural Maintenance & management	SPM/R, Horticultural Officers (CS), SPG	To ensure the requirements for quality horticultural maintenance are met at all times	All Year round
Horticultural development.	SPM/R, SPG	To ensure any horticultural development and longer term maintenance requirements are met.	Annually
Training and CPD for all park staff	SPM/R, ADES, Human Resources	As part of the Performance development review and appraisal process to identify and ensure training is taken up delivered and effective for job	Six monthly and courses as needed
Green Flag status	SPM/R, FOSP	Apply for Green Flag status after completion of the restoration (2006)	Annually

Table 1 – Annual Management Programme

Item	Responsibility	Objectives	Frequency
Whole Park inspection	SPM/R, SPG	To inform following week's work programme	Weekly
Weekly work programme	SPM/R, SPG	To create clarity of work tasks for week ahead	Weekly
Annual work programme	SPM/R	To create clarity of role and purpose and ensure that roles reflect the overall management needs for park.	Annually
Defects, reporting	SPM/R, SPG	Have all defects reported to the appropriate Council section on same day of initial discovery.	Daily, as arise.
Defects, repairs	SPM/R	To review all reports weekly and ensure work is being carried out to correct standard	Weekly
Defect, repairs	SPM/R, SPG CS	To ensure remedial action is taken within published priority timescales e.g. graffiti is removed on a weekly basis by SPG	Weekly
Anti-social behaviour and vandalism	SPM/R, ADES, Uniformed wardens	To ensure joint coordination between all policing and security services to prevent ASB	On-going
Management plan review	SPM/R	To review and improve management guidelines and practice	After 18 months then every 5 years
Management plan implementation	SPM/R	To implement the approved management plan	Ongoing
Maintenance plan implementation	SPM/R, ADES	Ensure maintenance of the park in line with the approved maintenance plan	Ongoing

Table 1 – Annual Management Programme

TABLE 2

Community Services Department
Environmental Services Section
Management Structure Flowchart

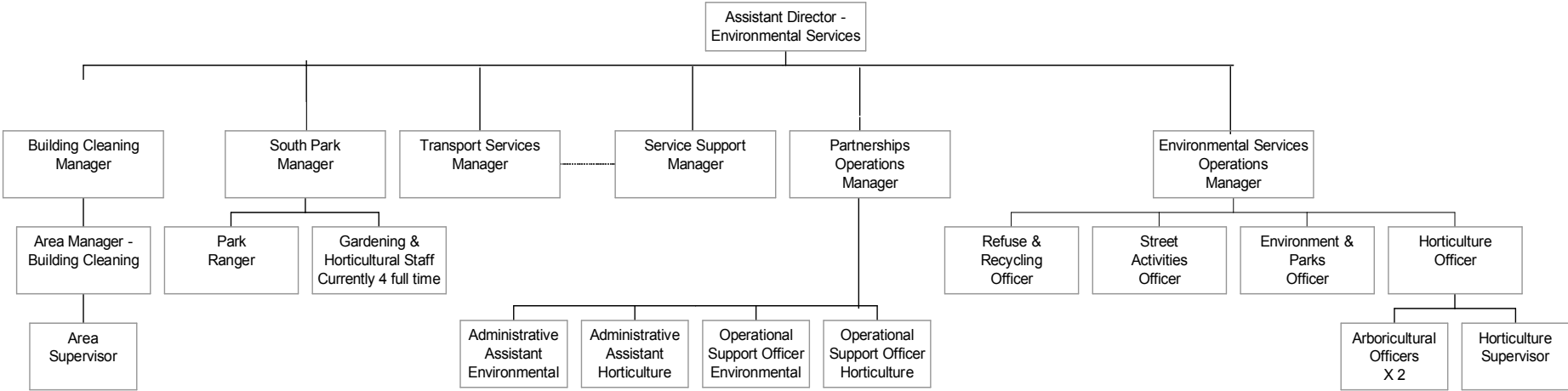


Table 2 –Management Structure

TABLE 3 : MAINTENANCE & MANAGEMENT SCHEDULES

Component	Objective	Task	Time of Year	Frequency	Quantity	Cost per Unit	Total Cost
Inspection and Programming	To ensure that maintenance tasks are being undertaken to an acceptable standard (refer to Performance Specification), and to monitor condition of the park so that unforeseen works e.g. vandalism/repairs are noted and remedial works programmed as soon as possible.	Inspection of Park, including visual inspection and testing of all features	Throughout	Daily general inspection Formal weekly inspection of park to inform following week's work programme			
Production of Work Programmes	To ensure that all foreseeable maintenance tasks are undertaken in the suitable time of year, and that all unforeseen tasks/ repairs are undertaken as soon as possible following their being reported	Production of an annual programme showing general tasks throughout the year Review of annual programme Production of a weekly programme showing detailed maintenance to be undertaken including allowance for unforeseen tasks/ repairs	Prior to commencement of maintenance period Throughout Throughout	Annually Weekly Weekly			
Boundaries							
Piers and Walling	To maintain piers and walling to a standard befitting their location at the entrances and around the boundary of the park	Remedial works - graffiti removal, damage repair etc.	As necessary following weekly inspection	Weekly check, remedial work as required			
Railings and Gates	To ensure that railings continue to provide a secure, attractive boundary to the park	Inspection of railings/gates Repainting	Throughout May-August	Monthly Every 5 years			

Table 3 – Maintenance and Management Schedules

TABLE 3 : MAINTENANCE & MANAGEMENT SCHEDULES

Component	Objective	Task	Time of Year	Frequency	Quantity	Cost per Unit	Total Cost
		Remedial Works - damage repair, repairs to railings/gate	As necessary following inspection	As required			
		Remove all self-set tree and shrub seedlings growing too close to all walls and railings.	January	Annually			
		Stump regrowth	As necessary	As required			
Main Park							
Drainage Channels	To ensure that the path drainage system functions effectively at all times	Litter/ Debris Removal	Throughout	Weekly in Autumn/ Winter, Monthly in Summer			
		Remedial Works - repairs.	As necessary following weekly inspection	As required			
Gulleys	To ensure that the path drainage system functions effectively at all times	Litter/ Debris Removal	Throughout				
		Remedial Works - repairs to grilles/ chambers, drain unblocking etc.	As necessary following inspection	As required			
Inspection Covers	To ensure that the path drainage system functions effectively at all times	Litter/ Debris Removal	Throughout	Monthly			
		Remedial Works - repairs to grilles/ chambers, drain unblocking etc.	As necessary following inspection	As required			

Table 3 – Maintenance and Management Schedules

TABLE 3 : MAINTENANCE & MANAGEMENT SCHEDULES

Component	Objective	Task	Time of Year	Frequency	Quantity	Cost per Unit	Total Cost
Paths / Surfacing							
Bitmac, Fibre-dec, Block paving, Paving slabs; Concrete, Yorkstone	To maintain clean, attractive, usable path surfaces throughout the park at all times.	Litter/ Debris Removal	Throughout	Daily			
	To keep paved areas in the park litter-free at all times	Removal of Weeds	Throughout	Monthly mechanical sweeping			
	To maintain falls over paths to ensure that the path drainage system functions effectively at all times	Winter sanding	As necessary following inspection during winter months	As required			
	Paths to be free of hazards such as overhanging branches	Remedial Works - removal of graffiti, repairs to surfacing etc	Throughout	As required			
		Leaf litter collection	Nov-Jan	Twice annually			
		Cut back overhanging branches up to 2.5m above ground level.	Throughout	As required following inspection.			
	Block pavers, concrete and stone slabs.		Top up sand and grout.	Throughout	As required following inspection		

Table 3 – Maintenance and Management Schedules

TABLE 3 : MAINTENANCE & MANAGEMENT SCHEDULES

Component	Objective	Task	Time of Year	Frequency	Quantity	Cost per Unit	Total Cost
Boardwalk	To provide a safe, clear route and access around the lake perimeter.	Sweeping	Throughout February – October	Monthly			
		Winter sanding	As necessary following inspection during winter months	As required			
Rockery bridge	To provide a safe, clear route and access over the rockery ponds.	Remedial Works - graffiti removal, weed killing, repairs etc, wood protection.	As necessary following inspection	As required.			
Furniture							

Table 3 – Maintenance and Management Schedules

TABLE 3 : MAINTENANCE & MANAGEMENT SCHEDULES

Component	Objective	Task	Time of Year	Frequency	Quantity	Cost per Unit	Total Cost
Seating	To provide clean, comfortable seating throughout the park	Repainting/ re-staining or varnishing of bench components. Remedial Works - removal of graffiti, re-fixing, replacement of parts etc	May-August As necessary following inspection	Annually As required			
Litter Bins	To ensure that litterbins are functioning effectively and remain in a good, hygienic condition throughout the park.	Emptying of designated dog bins Emptying of litter/ waste bins Remedial Works - removal of graffiti, repairs, replacement of parts etc.	Throughout Throughout As necessary following inspection	Three times a week Daily As required following weekly inspection			
Cycle stands	To ensure that the cycle stands are in a good state of repair and fit for purpose.	Remedial Works - removal of graffiti, repairs, replacement of parts etc. Repaint	As necessary following inspection Oct-March May - August	As required following weekly inspection Every 5 yrs/ as required			
Lighting (Bandstand & Terracotta Fountain)	To ensure that the lighting is effective and functions to provide an attractive feature within the park.	Routine inspection to ensure power supply is working and all bulbs function, replacement of bulbs.	Throughout, as necessary following inspection.	As required			

Table 3 – Maintenance and Management Schedules

TABLE 3 : MAINTENANCE & MANAGEMENT SCHEDULES

Component	Objective	Task	Time of Year	Frequency	Quantity	Cost per Unit	Total Cost
Signs	To ensure that signs are kept in good condition and with up-to-date, clear information.	Routine cleaning	As necessary following inspection	Minimum – annually & as required.			
		Removal of graffiti	As necessary following inspection	As required			
		Remedial works -Painting, repairs	May – August and as required.	Every 5 yrs/ as required			
		Updating information, replacement of sign panel.	Throughout	As required			
Footpath handrails	Ensure handrails are in a sound, safe condition.	Repair	Throughout	As required following inspection.			
		Paint	May - August	Every 5 yrs/as required			
Water bodies & features							
Lake	To maintain the water body in a manner which will support a healthy aquatic ecosystem	Visual Inspection	Throughout	Daily			
		Litter/ Debris Removal	Throughout	As required			
		Visual Inspection and testing of valve to keep all moving parts in	Throughout	Monthly			

Table 3 – Maintenance and Management Schedules

TABLE 3 : MAINTENANCE & MANAGEMENT SCHEDULES

Component	Objective	Task	Time of Year	Frequency	Quantity	Cost per Unit	Total Cost
		working order. Inspection, clearing and removal of debris by rodding of inlet and outlet pipes. Clearing debris from flap valves. Testing of any associated pump system.	Throughout	Monthly			
Lake: stone edge	To maintain an attractive, stone edge at specific locations around the lake	Litter/ Debris Removal Remedial Works - graffiti removal, weed killing, re-pointing. Pressure washing to remove staining/ wild fowl droppings	Throughout As necessary following inspection Throughout	Weekly As required following weekly inspection Weekly			

Table 3 – Maintenance and Management Schedules

TABLE 3 : MAINTENANCE & MANAGEMENT SCHEDULES

Component	Objective	Task	Time of Year	Frequency	Quantity	Cost per Unit	Total Cost
Lake: Timber Edge	To maintain attractive and sound construction to edge of lake.	Litter/ Debris Removal Remedial Works – repairs to timber edging, backfill etc.	Throughout As necessary following inspection	As required As required			
Lake Islands	To maintain an attractive, planted area in the heart of the lake	Litter/ Debris Removal Remedial Works – repairs to timber edging, backfill etc.	Throughout As necessary following inspection	As required As required			
Geese	Discourage public feeding unsuitable food to geese and ducks.	Public information notice to discourage feeding at lake. Monitor geese and duck numbers and monitor any impact on the area.	Throughout Throughout	On going Ongoing.			
Sensory Garden (formerly Grotto); water feature	To provide attractive, clean and fully functional water feature.	Litter and debris removal. Ensure nozzles, inlets and channel and filters are free from debris and in working order and all circulation systems, pumps etc. function. Ensure chemical treatments and water quality is suitable and maintained in accordance with	Throughout Throughout Throughout	Weekly Monthly and as recommended by manufacturer. Monthly and as recommended by manufacturer when in use.			

Table 3 – Maintenance and Management Schedules

TABLE 3 : MAINTENANCE & MANAGEMENT SCHEDULES

Component	Objective	Task	Time of Year	Frequency	Quantity	Cost per Unit	Total Cost
		manufacturers instructions. Remedial Works – repairs to stone work, channel, access panels, M & E equipment.	As necessary following inspection	As required.			
Buildings							
Park Lodge	To provide secure, clean and attractive accommodation for workers, user groups and visitors to the park	External Inspections Inspection & clearing of gutters Internal Inspections External and Internal Inspection by City Build Fire Alarm Inspection Fire Alarm Testing Intruder Alarms	Throughout Throughout Throughout Once a year (time to be confirmed) Throughout Throughout Throughout	Daily Twice a year. Monthly Annually Weekly (Cyclical prog.) Weekly (Cyclical prog.) Weekly			
		Cleaning of public toilets/ kitchen/ offices/classroom/club facilities	Throughout	3 times a week - to be reviewed according to season and use			

Table 3 – Maintenance and Management Schedules

TABLE 3 : MAINTENANCE & MANAGEMENT SCHEDULES

Component	Objective	Task	Time of Year	Frequency	Quantity	Cost per Unit	Total Cost
		Repainting of exterior woodwork/ wood protection treatment.	May – August	Every 5 years			
		Remedial Works - graffiti removal, repairs, additional works etc	As necessary following inspection	As required			
		Cleaning of public toilets/ kitchen/ facilities	Throughout	3 times a week – to be reviewed according to season and use			
Café	To provide secure, clean and attractive facilities for workers and customers	External Inspections	Throughout	Daily			
		Inspection and clearing of gutters	Throughout	Twice a year			
		Internal Inspections	Throughout	Monthly			
		External and Internal Inspection by City Build	Once a year (time to be confirmed)	Annually			
		Fire Alarm Inspection	Throughout	Weekly (cyclical programme)			
		Fire Alarm Testing	Throughout	Weekly (cyclical programme)			
		Intruder Alarms	Throughout	Weekly			

Table 3 – Maintenance and Management Schedules

TABLE 3 : MAINTENANCE & MANAGEMENT SCHEDULES

Component	Objective	Task	Time of Year	Frequency	Quantity	Cost per Unit	Total Cost
		Repainting of exterior Remedial work: remove graffiti/repairs etc Cleaning throughout	May-August As necessary following inspection Weekly Throughout	Every 5 years As required following weekly inspection 3 times a week – to be reviewed according to season and use			
Structures							
Bandstand, Fothergill Drinking Fountain – Terracotta fountain, Sundial, John Fowler Memorial/ plinth	Features to remain attractive, functional and safe focal points and historic links.	Remedial works: graffiti removal, repairs.	Throughout	As necessary following weekly inspection.			
Bandstand		Inspection and clearing of gutters and down pipes.	Throughout and in particular the autumn months.	Twice a year minimum and as required.			
Fothergill Drinking Fountain/ Terracotta fountain		Inspection and clearing of all inlet, outlet pipes and nozzles. Inspection of M & E equipment. Clearing of debris. Maintenance as recommended by manufacturer.	Throughout	Monthly and as required following inspection.			

Table 3 – Maintenance and Management Schedules

TABLE 3 : MAINTENANCE & MANAGEMENT SCHEDULES

Component	Objective	Task	Time of Year	Frequency	Quantity	Cost per Unit	Total Cost
Aviaries	Maintain in sound structural condition and good external appearance	Remedial works: remove graffiti, repair any fixtures and fittings	Throughout	As necessary following weekly inspection			
Retaining walls: formal gardens.	Ensure they are in good state of repair and attractive and in sound structural condition.	Remedial works: remove graffiti, repairs, replacement of damaged stone work/ brickwork, pointing etc, remove unwanted growth, weeds etc.	Throughout	As necessary following weekly inspection			
Fencing; Rose Garden.	Ensure they are in good state of repair and attractive and in sound structural condition.	Remedial works: remove graffiti, repairs, replacement of damaged timber panels. Wood protection/ staining.	Throughout May - August	As necessary following weekly inspection. Every 5 years/ as required.			
Pergola; Rose Garden	Ensure they are in good state of repair and attractive and in sound structural condition.	Remedial works: remove graffiti, repairs of any damaged timber or brick piers.	Throughout	As necessary following weekly inspection.			
Vegetation							
Trees	To ensure that trees throughout the park remain in a healthy, attractive and safe condition	Inspection of Mature Trees Selective Felling of Over Mature/ Declining Specimens Selective Thinning of Plantings Pruning and repair of wounds	March - Sept Oct -Feb Oct Feb Oct - Feb	Annually As required Every 10 years As required			

Table 3 – Maintenance and Management Schedules

TABLE 3 : MAINTENANCE & MANAGEMENT SCHEDULES

Component	Objective	Task	Time of Year	Frequency	Quantity	Cost per Unit	Total Cost
Shrubberies/ Ornamental shrubs/grasses/ferns and herbaceous material	To create a healthy, attractive shrub mixes in keeping with the Victorian tradition. Beds should be kept weed-free and any pernicious weed such as dock and thistle removed immediately	Pruning to encourage best display of given species, taking account of natural habit and form	Prune Spring	Annually			
		<ul style="list-style-type: none"> • <i>Winter flowering</i> • Shrubs flowering between March and July • Shrubs flowering between July and October 	Immediately after the flowering period	Annually			
			Prune back to old wood in Winter	Annually			
		Coppicing (dogwood)	February	As required			
		Chemical Weed Control	Spring and Summer and only where other methods of control have failed.	Weekly May-Sept Monthly Oct- Mar			
		Manual Weed Control					
		Fertilising	Throughout	Annually			
		New Planting	Spring	As required			
				As required			
		Litter/ Debris Removal	Bare root stock Oct-Mar Containerised stock all year	Daily Annually			

Table 3 – Maintenance and Management Schedules

TABLE 3 : MAINTENANCE & MANAGEMENT SCHEDULES

Component	Objective	Task	Time of Year	Frequency	Quantity	Cost per Unit	Total Cost
		Turn over soil – break up ground	Throughout	As required			
		Watering	April				
		Re-mulching	As necessary depending on weather condition – generally May - August	Annually			
			March after turning over soil and when soil is moist				
		Trimming edges to beds	May-Sept after grass cutting	Weekly			
		Half Moon Edging	March - April	Annually as required			
		Staking of Herbaceous Planting Other Works - removal of dead plants, thinning of plants etc	June-October	As required. As required			
		Deadheading Herbaceous planting	Spring	As required			
		Dividing herbaceous plants	Winter, open weather	Annually if required			

Table 3 – Maintenance and Management Schedules

TABLE 3 : MAINTENANCE & MANAGEMENT SCHEDULES

Component	Objective	Task	Time of Year	Frequency	Quantity	Cost per Unit	Total Cost
<p>Hedges: Miniature ornamental hedges, hedges in formal gardens</p>	<p>To maintain a healthy, attractive manicured hedges</p>	Trimming	April -October	5 times			
		Reshaping	Hard prune Oct-Feb	Annually if required			
		Chemical Weed Control along baseline	In Winter and Summer and only where other methods of control have failed.	Annually			
		Manual Weed Control		Monthly			
		Fertilising	Throughout	Annually			
		New Planting	Spring	Annually, if required			
		Litter/ Debris	October - March	Daily			
		Watering	Throughout As necessary depending on weather condition - largely May – August	As required - daily in dry spells			

Table 3 – Maintenance and Management Schedules

TABLE 3 : MAINTENANCE & MANAGEMENT SCHEDULES

Component	Objective	Task	Time of Year	Frequency	Quantity	Cost per Unit	Total Cost
Boundary Hedging	To maintain a healthy, attractive hedge boundary to the park	Prune	Mid/end of growing season depending on condition	Once/twice a year as required			
		Chemical Weed Control	In Winter and Summer and only where other methods of control have failed.	Annually			
		Manual Weed Control, hedge-line		Monthly			
		Fertilising	Throughout	Annually			
		New Planting to fill in gaps	Spring	Annually if required			
		Litter/ Debris Removal	October - March	Daily			
		Watering	Throughout	As required - daily in dry spells			
		Other Works - removal of dead plants, thinning of plants etc.	As necessary depending on weather condition - largely May - August	As required			
		As necessary					

Table 3 – Maintenance and Management Schedules

TABLE 3 : MAINTENANCE & MANAGEMENT SCHEDULES

Component	Objective	Task	Time of Year	Frequency	Quantity	Cost per Unit	Total Cost
			following inspection				
Emergent Aquatic planting	Maintain health, vigour and attractive appearance; provide marginal wetland habitat	Litter/ Debris Removal	Throughout	Daily			
		Removal of dead plants	As necessary following inspection	As required			
		Thinning/ splitting	Oct-Dec	Every 5 years			
Bulbs: Within ornamental planted areas	Display to best advantage	Cut off dead heads	Check twice weekly during flowering period	As required			
		Tie up dead leaves neatly when flowering is over	Throughout according to flowering time	Annually			
		Remove dead leaves when completely brown		Annually as required			
		Replanting if failed	Throughout according to flowering time	Annually as required			
		Check for need to split and replant	According to species & flowering time	Annually			
		Split and replant	Just after flowering while	Annually, as required			

Table 3 – Maintenance and Management Schedules

TABLE 3 : MAINTENANCE & MANAGEMENT SCHEDULES

Component	Objective	Task	Time of Year	Frequency	Quantity	Cost per Unit	Total Cost
			still green According to species & flowering time				
Climbers	Ensure healthy growth according to species	Treat as for shrubs but also check they are attached to support	Throughout	As required following inspection			
Amenity Grass	Good sward of even colour and smooth gradients. Height maximum 60mm	Eroded areas: repair, rotovate to 150mm, 100mm topsoil if required, seed with BSH mix 19	May –September	As required			

Table 3 – Maintenance and Management Schedules

TABLE 3 : MAINTENANCE & MANAGEMENT SCHEDULES

Component	Objective	Task	Time of Year	Frequency	Quantity	Cost per Unit	Total Cost
		Litter/debris removal	Throughout	Daily			
		Grass cut, leave arisings, trim edges and collect trimmings - remove	April-October	Every 3 weeks			
		Fertiliser – Spring	April	Annually			
		Fertiliser – Autumn	October	Annually			
		Scarification	March	Annually			
		Spiking	Autumn	Twice annually			
		Reforming of edges to paths and planting	Autumn	Annually			
Short grass: around bedding areas either side of Main Entrance up to Park Lodge	Good sward of even colour and smooth gradients. Height maximum 40mm	Eroded areas: repair, rotovate to 150mm, 100mm topsoil if required, seed with BSH mix 19	May –September	As required			
		Litter/debris removal	Throughout	Daily			
		Grass cut, remove arisings, trim edges and collect trimmings - remove	April-October	Every 2 weeks			
		Fertiliser – Spring	April	Annually			
		Fertiliser – Autumn	October	Annually			

Table 3 – Maintenance and Management Schedules

TABLE 3 : MAINTENANCE & MANAGEMENT SCHEDULES

Component	Objective	Task	Time of Year	Frequency	Quantity	Cost per Unit	Total Cost
		Scarification	March	Annually			
		Spiking	Autumn	Twice annually			
		Reforming of edges to paths and planting	Autumn	Annually			
Bowling	High quality playable surface	Cutting					
		All maintenance follows Darlington Borough Council's Ground Maintenance Schedules for fine turf management and all gardeners on site are trained in fine-turf management.					
Play Areas							
Play Area, Skate Park and Multi-Court area.	Maintain as safe, clean and attractive facilities	Inspect, renew, replace, fix all parts in accordance with BS and ROSPA recommendations. Weekly inspection. All repairs to be carried out within 7 days of reporting and any faulty equipment barred from public use until the repair is carried out	Throughout	Daily			
South Park Events	Maintain all facilities in the park to a high standard all year round.	Additional maintenance tasks will be required associated with the preparation of or in response to events within the park such as the annual Dog Show or Fireworks display. The requirements of this will vary.					

Table 3 – Maintenance and Management Schedules

TABLE 4: FINANCIAL PLAN - 10 YEAR FINANCIAL FORECAST

South Park Restoration Scheme - 10 year budget forecast

Budget Heading	2005/06		2006/07		2007/08		2008/09		2009/10		2010/11		2011/12		2012/13		2013/14		2014/15	
	Budget £	Actual £	Budget £	Actual £	Budget £	Actual £	Budget £	Actual £	Budget £	Actual £	Budget £	Actual £	Budget £	Actual £	Budget £	Actual £	Budget £	Actual £	Budget £	Actual £
Employee costs																				
Salaries	44,879		46,225		47,612		49,040		50,512		52,027		53,588		55,196		56,851		58,557	
Pension	4,769		4,912		5,059		5,211		5,368		5,529		5,694		5,865		6,041		6,222	
NIC	3,737		3,849		3,965		4,084		4,206		4,332		4,462		4,596		4,734		4,876	
First aid Allowance	103		106		109		113		116		119		123		127		130		134	
Insurances	755		778		801		825		850		875		902		929		956		985	
Training	1,530		1,529		1,575		1,622		1,671		1,721		1,773		1,826		1,880		1,937	
Total Employee costs	55,773	0	57,399	0	59,121	0	60,895	0	62,722	0	64,603	0	66,541	0	68,538	0	70,594	0	72,712	0
Premises costs																				
R & M General	29,959		30,708		31,476		32,263		33,069		33,896		34,743		35,612		36,502		37,415	
R & M Fencing - Note 1	36,000		0		0		0		0		0		0		0		0		0	Capital bid
R & M Aviaries - Note 2	24,000		0		0		0		0		0		0		0		0		0	Capital bid
Horticultural Maintenance contract	147,681		151,373		155,157		159,036		163,012		167,087		171,265		175,546		179,935		184,433	
Horticultural Maintenance - ad hocs	5,000		5,125		5,253		5,384		5,519		5,657		5,798		5,943		6,092		6,244	
Electricity	1,465		1,502		1,539		1,578		1,617		1,658		1,699		1,741		1,785		1,830	Estimate
Gas	400		410		420		431		442		453		464		475		487		500	Estimate
Water charges	600		615		630		646		662		679		696		713		731		749	Estimate
Contract Cleaning	3,500		7,000		7,175		7,354		7,538		7,727		7,920		8,118		8,321		8,529	
Total Premises	248,605	0	196,733	0	201,651	0	206,692	0	211,859	0	217,156	0	222,585	0	228,149	0	233,853	0	239,700	0
Supplies & Services																				
Car allowance	982		1,007		1,032		1,058		1,084		1,111		1,139		1,167		1,196		1,226	
Mileage Allowances	2,265		2,322		2,380		2,439		2,500		2,563		2,627		2,692		2,760		2,829	
Equipment Rental	510		523		536		549		563		577		591		606		621		637	
Misc equipment (Education Centre)	10,000		0		0		0		0		0		0		0		0		0	
General Office Expense	1,020		1,046		1,072		1,098		1,126		1,154		1,183		1,212		1,243		1,274	
Security - South Park	24,133		24,736		25,355		25,989		26,638		27,304		27,987		28,687		29,404		30,139	
Security System	1,122		1,150		1,179		1,208		1,238		1,269		1,301		1,334		1,367		1,401	
Mobile Phones	510		523		536		549		563		577		591		606		621		637	
Telephones	1,900		1,948		1,996		2,046		2,097		2,150		2,203		2,259		2,315		2,373	
Hospitality	510		523		536		549		563		577		591		606		621		637	
Subsistence	510		523		536		549		563		577		591		606		621		637	
Friends and volunteers	500		513		525		538		552		566		580		594		609		624	
Green flag Application	0		300		308		315		323		331		339		348		357		366	
Total Supplies & Services	43,962	0	35,111	0	35,989	0	36,889	0	37,811	0	38,756	0	39,725	0	40,718	0	41,736	0	42,779	0
Total Expenditure	348,340	0	289,243	0	296,761	0	304,476	0	312,392	0	320,515	0	328,851	0	337,405	0	346,183	0	355,191	0
Income																				
Rents - café	0		1,000		1,030		1,061		1,093		1,126		1,159		1,194		1,230		1,267	Estimated
Concessions - ice cream	2,180		2,244		2,311		2,379		2,449		2,521		2,595		2,672		2,751		2,832	
Events	0		5,000		8,000		12,000		12,354		12,718		13,094		13,480		13,878		14,287	
Room and Venue Hire	750		772		795		818		842		867		893		919		946		974	
Total Income	2,930	0	9,016	0	12,135	0	16,258	0	16,738	0	17,232	0	17,741	0	18,265	0	18,805	0	19,360	0
Net Expenditure	345,410	0	280,226	0	284,626	0	288,218	0	295,654	0	303,283	0	311,110	0	319,140	0	327,378	0	335,831	0

Notes

- 1 - £36k for fencing as a one off capital contribution
- 2 - £24k for the refurbishment of the aviary - one off capital contribution

TABLE 4: FINANCIAL PLAN - 10 YEAR FINANCIAL FORECAST

APPENDICES

Appendix 1 History of South Park

Appendix 2 Listed Buildings

Appendix 3 English Heritage Register of Parks and Gardens: Listing Description and Plan

Appendix 4 Inventory of South Park Features

Appendix 5 South Park Education Strategy

Appendix 6 Plant Lists

Appendix 7 South Park Grounds Maintenance Standards

Appendix 8 Subcontractors & Suppliers for Specialist Works

Appendix 9 List of 'As Built' drawings

Appendix 10 Stage 1 and stage 2 historic research sources