

Jubilee Gardens Steering Group

Management Strategy

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Background

The management strategy has been prepared in support of the planning application for the regeneration of Jubilee Gardens. It outlines the organizational structure and operational strategies that will be put in place to ensure that the regeneration of the gardens is sustained and that it remains a public space of distinction.

Management Organisation/Trust

Jubilee Gardens was passed to the Southbank Centre following the demise of the GLC in the 1980's, but suffered from being used as a works site when digging out the Jubilee line.

In 2002 at a public meeting the Southbank Centre supported a project to radically remake the Gardens and hand responsibility for the site to a local charitable Trust, which would be established.

Since 2003 South Bank Employers' Group has chaired a Steering Group representing all the stakeholders in Jubilee Gardens, and secured consensus among landowners, neighbours, public authorities and the Waterloo community on a programme and design approach to recreating an open space of world class standard.

The structure of the Trust was been developed by the Jubilee Gardens Steering Group, a partnership of local business and resident interests who have also led the redevelopment project. The Trust has been a legal entity since August 2008 and a registered charity since August 2010. An Interim Board is in place who will oversee the establishment of the full Board.

The Board will consist of up to 16 Trustees drawn from 4 classes: 4 members nominated by organizations representing local residents; 4 members nominated by local businesses; the 4 adjacent landowners (Southbank Centre, Shell, London Eye, and Shirayama/ County Hall); and up to 4 individuals co-opted by the Board. It is anticipated that the full Board will be in place by the end of 2010. The objectives of the Trust are as follows

- Provide a park and facilities at Jubilee Gardens, for the benefit of the public
- Provide facilities for recreation and leisure, for the benefit of the public
- Promote, for the benefit of the public, the conservation, protection and improvement of the physical and natural environment of the Area
- Education of the public in the subject of the history of the Area
- Promote community participation in healthy recreation.



The Southbank Centre will give the Trust a long lease in 2012 on completion of the makeover of the Gardens. The Trust will also receive regular and substantial financial support via Shell s106, the London Eye s106 (subject to the Visitor Management Group which oversees disbursement of the London Eye revenue S106) and the Southbank Centre for the management and maintenance of the Gardens.

The Board will meet regularly to oversee the maintenance and management of the space, contract services such as gardening and cleaning, and the use of the Gardens for events and any other activities consistent with the Trust's objectives. Board members will be responsible for finances and accountable to the Charity Commission and the members of the Charity.

The new design of Jubilee Gardens will create a world-class public open space, which will be "as soft and green as is sustainable". The maintenance regime has been planned to implement this vision in the day-to-day running of the Gardens.

The main aims are for the redeveloped Jubilee Gardens to be:

- Healthy, Safe and Secure
- Clean and well maintained and managed
- Sustainable
- Involving the Community

The maintenance strategy will clearly be subject to the decisions of the Directors of the Trust but is likely to involve the procurement by the Trust of a series of contracts for specific operational and maintenance activities. Where paid staff are involved every effort will be made to recruit members of the local community to these positions. The contracts may include arrangements with local community organisations that carry out similar activities in the Boroughs of Lambeth and Southwark.

The contracts (and/or community arrangements) will comprise:

- Gardening contract, including:
 - Provision for full-time presence during most of the day,
 - Planting nursery supplies
 - Tree pruning
 - Hire of gardening equipment



- Facilities management
- External fabric and furniture maintenance
- Playground equipment maintenance
- External lighting maintenance
- Access control equipment maintenance
- CCTV equipment maintenance
- Site cleaning contract and waste collection and disposal
- Vandalism control – anti-graffiti protection and removal
- Security cover, if possible via participation in area-wide security/warden services

Landscape (Hard & Soft) Maintenance Strategy

The design for the new gardens has been strongly informed by concerns for the durability, diversity, robustness, ease of maintenance and whole-life costing considerations for the selected elements. The aim of the project is create a new public open space that is simple and easy to maintain.

Initial selection and placing of the major landscape maintenance contracts will be made by the implementation project team, and will be based on specifications and advice from design team members. The construction contractor as part of his first year's maintenance obligation (or 2 years in the case of grassed areas and Trees) will place the maintenance contracts. The contracts will be novated to the Trust at the end of the main contract defects liability period.

The performance of this contract is seen as the most important aspect that will set the maintenance standards at the highest levels for public open spaces. Advice has been obtained from Royal Parks about standards used in the maintenance of gardens and flowerbeds adjacent to the front of Buckingham Palace. The intention is to replicate those standards in Jubilee Gardens, using where possible the same bedding plant suppliers and similar planting regimes as used by Royal Parks. Royal Parks' consultancy advice and expertise will be used in finalising the arrangements for this contract.

The provision of a full-time presence via this contract is seen to be an important way of demonstrating to users of the Gardens the Trust's commitment to high operating and maintenance standards. In addition to



gardening duties the full-time contract staff will be the on-site “eyes and ears” of the management team, reporting issues, such as damage, equipment failures etc.

The establishment and maintenance programmes for the landscape scheme will aim for minimal applications of fertilisers, and where appropriate, will consider the use of organic, slow-release forms.

A key intention for the soft landscaping maintenance regime will be to recycle/compost all arisings from the maintenance activities

Specialist maintenance contracts would be put in place for mechanical electrical systems such as the new irrigation system.

Operational Security

CCTV, Visitor control, Terrorism

Jubilee Gardens will be freely accessible at all times to the general public. Neighbourhood activity will attract attendance from both the local community and visitors from further afar. Neighbourhood events will generate crowd concentrations within given areas of the Gardens at determinable times. Summer months will attract additional concentrations of visitors using the Gardens. To address this, the main emphasis of the security approach has been focused on the need to mitigate identified threats and vulnerabilities whilst nurturing a feeling of public safety and increasing the level of confidence in the environment by the public.

A risk assessment has been produced in conjunction with the Met Police (Counter Terrorism Security Advisor, Crime Prevention Design Advisor), Lambeth Community Safety, The London Eye and Shell (a copy is attached as Appendix A), in order to provide a holistic solution that can be effectively incorporated within the design of the Gardens in a non-intrusive manner.

The Operational Security Plan will reduce the opportunity for crime and anti-social behaviour, which will consequently reduce the ‘fear of crime’. It comprises of a number of security elements developed into a system which combines functionality of all security components that will provide both a level of deterrence and a degree of security assurance.

To this end it is envisaged that external fully functional cameras will provide deterrence and early detection of intrusion as well as some functionality in recognising and preventing anti-social behaviour.



They will also allow some capability for crowd monitoring during events and the provision of post incident analysis.

Camera devices and lenses have been selected and located to best provide the images and lighting factors have been taken into account. Images from all the cameras will be recorded for inspection after incidents. All the cameras in key positions across the Gardens will send images to the London Eye Security Control Room, where they will be monitored daily, to help prevent incidents or to respond to incidents.

The capability to both deny and control vehicular access will be facilitated by the installation of a mixture of fixed and manual crash tested Anti-Vehicle bollards on the Belvedere road boundary. This system will allow emergency services vehicles access to the Gardens when required with a fast operating time to respond to incidents. The bollards can also be lowered for authorised maintenance vehicles and vehicles servicing events.

London Eye has agreed to operate the CCTV and bollard systems and whenever the bollards are operated London Eye personnel shall marshal and supervise their use on the ground.

The South Bank Patrol Service, funded by London Eye revenue s106 and private contributions, will regularly patrol Jubilee Gardens at various times of the day. The South Bank Patrol service will increase their presence during peak hours or during events such as the Thames Festival.

Should the need arise, the South Bank Patrol service will tackle anti social behaviour in partnership with other agencies such as the Met Police and Lambeth Community Safety.

External Lighting

The external lighting provided for Jubilee Gardens will be compliance with the statutory Regulations, British Standards - IEE wiring Regulations and the recommendations of the Codes of Practice, including:-

- CIBSE LG6, The outdoor environment.
- BS 5266, Code for practice of emergency lighting.
- BS 5489 -Code of practice for the design of road lighting and public amenity areas.
- ILE guidance notes for the reduction of obtrusive light.



The external lighting will provide suitable illumination of the pathways via 6 metre high steel lighting columns with twin head lamp configurations. Lighting columns located at the entrances to the gardens will include CCTV cameras integrated within a lighting heads to give similar appearance to the lamp heads, the lighting columns supporting CCTV will include a three head configuration with two heads utilising standard lighting heads and the third head having an integrated CCTV camera.

The external lighting will provide better illumination of the gardens pathways than is currently entertained and provide better general illumination of the park for safety and safe navigation during the hours of darkness.

The external lighting scheme will provide suitable illumination of the main pathways for adequate CCTV coverage and be in compliance with Secure by Design recommendations for illumination level and uniformity.

The Lighting scheme will be in ordnance with the recommendation of the ILE for the reduction of obtrusive light and avoid upward light distribution and be within acceptable illumination levels for avoidance of obtrusive light onto adjacent or neighbouring areas.

The external lighting will be controlled via a 'dusk till dawn' externally mounted photocell to avoid the artificial lighting operating when suitable levels of natural daylight illuminations levels are present, also provided will be a electronic timer to switch off the lighting if required during hour of curfew or periods when not required and a manual over-ride switch will also be provided to operate the lighting manually if required.

Operational Waste Strategy

The Trust is committed to providing a clean gardens area for all its visitors, to keep the Gardens free of litter, waste and graffiti; and keep the grounds, furniture and equipment well maintained.

A cleansing regime will ensure that litter is picked up on a daily basis and also ensuring litterbins are emptied daily. Any damaged bins will be reported and replaced.

The Trust will manage a cleaning contract, or use the existing arrangements such as the Southbank Centre or South Bank Clean Team acting as waste collection agent, so that existing infrastructure can be used, including waste collection equipment and compactors.



Each season carries different challenges (e.g. excess leaf fall and waterlogging in winter, increased footfall in summer) and as a result we do not expect seasonal variation in staffing levels. However staffing should increase for events such as the Thames Festival and New Years Eve, depending on projected usage figures.

Litter will be collected either:

- Via litter pickers carrying black plastic bags
- By small vehicles with trailers into which bags from bins can be deposited
- Utilising a ride on litter sweeping machine (ATLV 4300)

All waste will be taken directly to the Southbank Centre compactor, where it can be deposited and collected at a later date for transferral to a facility where it can be converted to energy through incineration. Southbank Centre's waste disposal arrangements are suitable and have sufficient capacity for the volume of waste collected from Jubilee Gardens.

Other tasks undertaken by staff include jet washing bins, equipment and structures, polishing stainless steel structures and sweeping detritus.

Equipment

Litter pickers or 'grabbers' and sturdy refuse bags should be used for picking litter as these are lowest impact in terms of noise. A small electric tow truck with trailer, a small electric van or, if possible, a bicycle with box trailer can be used to collect refuse bags and bags inside litter bins. Other items required would include standard Personal Protective Equipment (PPE), a 'sharps' kit, small jet washing machine to wash away body fluids and polishing equipment for stainless steel street furniture.

An ATLV 4300 ride on park vacuum cleaner should also be used for bulk litter collection on the gardens, particularly in the early morning.

Recycling Rates

Pilot studies conducted by Southbank Centre show that waste is contaminated too easily to be recyclable and the recommendation is made that waste is collected in single aperture bins and sent for incineration and energy generation.

Bin design

The bin design will meet the following criteria:



- Blast and fire resistant
- Robust and resistant to vandalism
- Graffiti can be easily removed and surfaces are scratch resistant
- Deter climbing (e.g. dome-shaped top)
- Heavy to deter theft or throwing

It is intended to provide 17 bins in the Gardens (see attached location plan)

Bins have been placed at intersections and entrance/exit, since those taking their rubbish with them must pass these points. There are also two bins in the children's play area as there is likely to be a concentration of people eating. In addition, there is a single bin on intersections where it is expected decision points to leave or rejoin formal pathways are likely to be.

Other Management and Maintenance Matters

Effective management of the safety aspects of an area helps give visitors the confidence to use and enjoy the Gardens. A well managed site, where vandalism is quickly repaired, also helps to make people think twice before committing wilful damage and helps in the presentation of a well cared for site.

Monthly inspections of the Gardens will identify any general health and safety concerns which will be dealt with appropriately and expediently.

Children's' Playground

The playing area has been designed to meet Secure by Design standards to ensure it is a safe and secure environment for the children that use it. There is adequate natural surveillance of the area to provide ease of supervision and prevent usage by anti-social and undesirable persons. Ideally the surrounding pathways should have the capability to view the play area, with a clearly defined access route. The play area will be sufficiently illuminated to reduce the 'fear of crime' and deter rough sleepers from using any structures as shelter. CCTV will provide coverage of the play area.

The children's play area will be inspected daily by the staff and any hazards dealt with – faults with the equipment being rectified by a specialist playground maintenance team or contractor.



Graffiti/Vandalism

Graffiti will be reported to the relevant service i.e. South Bank Graffiti Removal service and removed as soon as possible. Gardens furniture, seating, lighting, CCTV will be regularly inspected and a record kept of the inspections. Any faults or damage will be repaired as soon as possible depending on the nature of the damage and this will be monitored to ensure repairs are completed.

Rough sleeping

The design of the seating has been carefully considered in order to discourage rough sleeping in the Gardens. Seating has been integrated in parts of the Gardens boundaries and along the pathways and includes measures to discourage rough sleeping. The seating is at angle and, whilst it is comfortable to sit, it is uncomfortable to lie down on. Other rough sleeping mitigation measures such as lighting, natural surveillance, CCTV, combined with the provision of security patrolling, have been carefully considered to deter rough sleeping in the Gardens.



● bin locations (permanent; 17 pcs)



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