



Jubilee Gardens

REGENERATION OF JUBILEE GARDENS

STRATEGIC DESIGN BRIEF

Version 10
Issued at the Start of Stage C

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1. PURPOSE

This Brief is for the Regeneration of Jubilee Gardens. The Brief served the design competition to select the Design Team Consultant, and now serves the design of the regeneration itself, after appointment of the successful team. The Brief has been amended to incorporate issues that emerged during and following the design competition and consultations.

2. INTRODUCTION TO THE PROJECT

Jubilee Gardens were laid out as a riverside park to commemorate the Queen's Silver Jubilee in 1977. In the last decade they have deteriorated, largely as a result of the disruption caused by the construction of the Jubilee Line and of Hungerford Bridge. Furthermore, the physical, business and social context within which the Gardens sit has changed significantly since they were planned. There is a need to reappraise the design to reflect these changes, and to create an open space of world class standard. Just one measure of change is that there are currently over 9 million visits to the South Bank every year, and this is predicted to rise to between 12 and 15 million visits in the next 10 years.

In January 2003 the Jubilee Gardens Steering Group was set up to oversee the creation of new public gardens in the area. This Steering Group contains a wide range of stakeholders who have different interests in the site.

The primary objective of the Steering Group is to prepare an outstanding design, which meets the aspirations of these stakeholder groups, and to manage the successful implementation of the new Gardens, all in accordance with the budget and timescale set out by the Steering Group.

A key aspect of this process will be consultation, both within the Steering Group and the wider community, to ensure the design solution meets the often conflicting needs of all groups sharing an interest in the Gardens. The Steering Group has undertaken extensive consultation in the past, and has considered particular user aspects, such as the provision of a cultural events programme within the Gardens. To gain a better understanding of the approach to regenerating the gardens, the Steering Group consulted CABI in 2002, who invested considerable resources in analysing the main issues and way forward. Their report, dated January 2003 is appended in full as an important element of the Brief. (Appendix 1)

This Brief outlines the Steering Group's vision for the project and their perception of the main landscape objectives, together with a summary of the key issues. Important background and context information is provided, but the Design Team Consultants should satisfy themselves that they obtain all the information they require to undertake the Brief successfully. The contents of this Brief are provided on the basis that they are to be used only in relation to this Commission and should remain confidential.

Throughout the project the Design Team Consultants will be required to work with a diverse group of stakeholders and maintain extensive community involvement, particularly throughout the design development process.

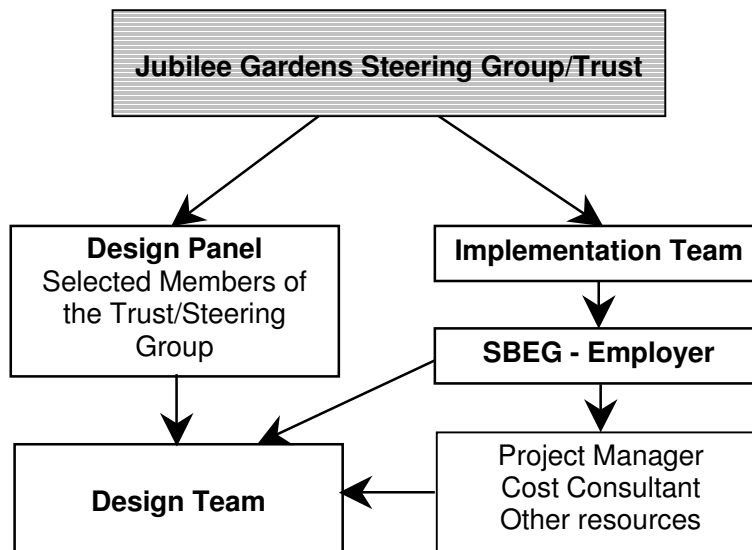
Whilst the Executive Client has every intention to progress with these works, no guarantee is given that any appointment will be made, or that any commission will be completed as intended.

3. THE CLIENT AND TEAM MEMBERS

The Executive Client will be South Bank Employer's Group (SBEG) on behalf of the Jubilee Gardens Steering Group. The Steering Group intends to constitute itself in due course as a trust to own and operate the gardens. In such an event all appointments may be novated to the new body.

All members of the Implementation Team will be required at times to liaise and consult with any or all of the Steering Group Members, as well as with other stakeholders.

The Client Organisation



Steering Group Members:

- SBEG – South Bank Employers' Group
- BALE – British Airways London Eye
- CSCB – Coin Street Community Builders
- FoJG – Friends of Jubilee Gardens
- GLA – Greater London Authority
- Lambeth – London Borough of Lambeth
- SBC – The South Bank Centre
- Shell – Shell International
- Shirayama – Shirayama, the owners of County Hall
- WBP – Waterloo Project Board
- WCDG – Waterloo Community Development Group
- WCRT – Waterloo Community Regeneration Trust
- WGT – The Waterloo Green Trust

Advisors to the Steering Group:

- CABE – Commission for Architecture and the Built Environment
- DCMS – Department of Culture, Media and Sport (via the Government Office for London – GOL)

Implementation and Design Teams – Appointments to Date:

Project Manager:	Mace/C2C
Cost Consultant:	Davis Langdon
Cultural Advisor:	Kate Tyndall and Associates
Landscape Architect/Design Team Leader:	West 8
Civil/Structural Engineer:	Adams Kara Taylor
Electrical and Mechanical Services Engineer:	BDSP
Security Consultant:	Buro Happold
Agronomy/Soils Consultant:	Soil & Land Consultants
Planning Supervisor:	Mace
Specialist Lighting Consultant:	To be advised

4. KEY ISSUES

There are a number of issues, which require to be addressed, but two in particular are of particularly significant importance to this Commission. The first is that created by the wide range of user interests in the site, resulting in competing demands on the strategic and detailed design. The Design Team Consultants will be required to devise a strategy for the successful resolution of this matter, which can be reflected in the final design of the gardens.

The second relates to the significance of the property interests in the site, particularly the restrictive covenants. Of these, only the requirement for vehicular access across the Gardens is deemed to be directly relevant to the design. Information about other covenant matters will not be issued to the Design Team.

5. VISION AND LANDSCAPE OBJECTIVES

5.1 Vision

The vision for Jubilee Gardens is expressed in the Steering Group's Vision Statement, agreed on 24th March 2004:

“The design for the park should be as soft and green as is sustainable.”

The Design Team Consultants' attention is also drawn to the Vision statement prepared by CABI in paragraph 2.4 of their Issues Report (Appendix 1).

5.2 Design Aspirations

The Jubilee Gardens Steering Group is committed to achieving good design and excellence in the quality of the new Jubilee Gardens. Good design means design that is fit for purpose, sustainable, efficient, coherent, flexible, responsive to context, good looking and a clear expression of the requirements of the Brief.

The Jubilee Gardens Steering Group is dedicated to delivering a public open space of distinction, and achieving quality in design and detailing of the finished product. Imagination and flair will be required to set this place apart and achieve their ambitions. At key design review stages all designs, materials and the like will be expected to meet the highest quality and performance standards. The design must be easy to service and economic to maintain.

Aspirations for the Gardens' design include:

1. Overall

- A world class public park;
- A park for all who live and work on the South Bank, including visitors and tourists;
- Predominantly open and green space maintaining the perception of a prime green public open space at the heart of the South Bank.

2. Community

- Be fully accessible to a wide range of people (local residents, children, people working nearby, commuters, tourists and visitors);
- Provide a valuable resource to the community.

3. Uses

- Space with improved access and circulation;
- Continue to include a playground, children of age range 0 to 11 years;
- Visitor facilities such as toilets or a café are not required. (The need for public toilets in the area is acknowledged, but these should not be located on Jubilee Gardens. A separate study is proposed.)
- A venue for entertainment and public events;
- Able to host cultural events, whilst providing personal space for quiet relaxation and refreshment;

It is not expected that the park will be able to meet all the aspirations concurrently, and the design should cater for the park to fulfil different roles at different times.

5.3 Key Design Objectives

The Key Design Objectives include:

Urban Context

- Reinforce the role of the park as key destination
- Recognition of the role of Jubilee Gardens in its wider urban context;
- Knitting together the buildings that front onto Jubilee Gardens.

Design

- Creation and delivery of a robust and sustainable public open space;
- Use of high quality (durable) materials and contemporary (excellent/high quality) designs;
- Balance green space with paved areas to create a contemporary feel;
- Lighting and infrastructure for events, as appropriate;
- Engineering and services design, as appropriate;
- Suggestions and outline designs for fountains, public art etc, including the use of sculptures etc. available on loan, as well as the incorporation of texts within paths, walls etc.

Use

- Accommodate efficiently key pedestrian circulation routes that are safe and fit for their use – and if necessary rationalise them (The Consultants must establish and agree desire lines for pedestrian circulation);
- Accommodate events whilst recognising the needs of local residents;
- Recognise the needs of different user groups and their demands on the park;
- Provide a safe place to play.

Delivery

- Seek approvals by the Arts Council, the South Bank Centre, DCMS, and possibly other Government departments, and obtain statutory and advisory approvals.
- Design to address issues of management and maintenance;
- Refer proposals to the availability of capital and revenue funding and to the business plan for the park.
- Participate in consultation with stakeholders and the community.

5.4 Cultural and Events Strategy

The facility to hold the following event types are to be included into the overall design:

Frequent/Regular

- Small scale regular programming with a small hard standing area for performance together with infrastructure provided to allow artists changing and toilet facilities to be temporarily brought onto the site. The backstage area should be capable of being secured.
- Day time festivals / performances

Annual

- Commissioned performances / installations
- Option of night-time spectacles

Occasional

- Concerts in picnic / informal format with a capacity range of 5,000 to 10,000 people
- Big screen presentations for a capacity range of 5,000 to 10,000 people (this should be for temporary installations, but with options for a permanent screen infrastructure)

This programme mix should be a driver of the design to be considered with other issues. It should be noted that aim of the events strategy is to supplement the fundamental vision expressed in paragraph 5.1, and the strategy is not intended to create a regular venue for large spectator events for 5,000 to 10,000 people. Any such events will be considered on a case-by-case basis given their possible impact on crime, crowd behaviour, impact on residents and neighbours, and the other public facilities within the surrounding area.

The design should provide appropriate infrastructure at one or two focal sites for larger events, together with minor infrastructure (power supplies) at other locations for smaller events, all to be developed with the Client's Events Production Advisor.

The following events are not to be included in the design:

- Large scale events requiring permanent hard standing
- Tented arts events
- Commercial hires

Details of the above are contained in the report on the Recommendations of the Jubilee Gardens Events Sub-Group on the Phase 2 Report from Kate Tyndall and Associates, dated 12th November 2004, included as Appendix 2.

5.5 Research Consultation Results

A research consultation exercise was carried out between November 2004 and January 2005. The results of this exercise are included in Appendix 3 for information.

5.6 Crime Prevention and Security

The areas adjacent to the BA London Eye, Queen's Walk and Waterloo Bridge are areas of locally enhanced criminal activities. The large numbers of visitors to attractions in these areas generate a higher than average incidence of robbery and theft. However, in the late evenings and at night, after the closure of offices and attractions, the area of Jubilee Gardens and its surroundings becomes almost deserted.

The design must recognise the principles of designing out crime by use of effective crime prevention and security standards, in particular those promoted by the “Secured by Design” UK Police initiative. The design must be developed in consultation with the London Borough of Lambeth Police Crime Prevention Design Adviser, and receive his approval.

Features that should be considered as contributing to the prevention of crime and terrorism include:

- Ease of surveillance.
- Provision of good lighting.
- Avoiding creation of hiding places, paying attention to the configuration of large or tall shrubbery and of buildings. (These, in particular can be a factor in discouraging rough sleeping and drug abuse.)
- Careful positioning of large trees to avoid impairing the coverage of existing CCTV cameras.

Jubilee Gardens is within the South Bank Security Zone. There are high profile businesses and visitor attractions adjacent to the site, and the design must consider the security of both the Gardens and of the adjacent sites and interests. In order to understand these issues consultation about security must be undertaken with the Metropolitan Police (Anti-Terrorism Unit) from the earliest stages of design.

5.7 Emergency Services

Consultation must be established with the London Fire Brigade and the London Ambulance Service from the earliest stages of design. A copy of an initial letter from the London Fire and Emergency Planning Authority is attached as Appendix 11.

5.8 Existing Facilities

The design must respect, maintain the boundaries of and not interfere with existing features and facilities, in particular:

- The London Eye maintains a security cordon around its demise. This is made up of granite and various bollards. The development of the design must consider the operational and security requirements of the London Eye, and this must be undertaken by consultations and meetings with the Eye company to evolve and agree the respective boundary treatments.
- The Shell Centre's cooling water facilities, which run below Jubilee gardens and discharge directly into the Thames, must not be affected in any way by the design.
- London Underground's running tunnels, disused access shafts etc., must not be affected in any way by the design.
- The Queen's Jubilee Flagpole must remain in its existing location, at the north-west corner of the site

Other facilities, which may be considered as part of the redesign include:

- The International Brigades' Memorial, located close to the south-west corner of the site. Any relocation must be agreed with the International Brigade Memorial Trust . The Trust organises an annual commemorative event at the memorial in the Summer.
- Buried along the western edge of the site is a time capsule. The treatment of this must be agreed with the organisation responsible for the capsule.

It should be noted that trees along Queen's Walk, are protected by Tree Preservation Orders.

5.9 Inclusive Design and Accessibility

Inclusive design should be integral to Jubilee Gardens and the Design Team should ensure that their designs comply with the Disability Discrimination Act 1999 (DDA), BS8300 and other relevant legislation. Information on the relevant regulations, codes of

practice, access auditing and other useful material can be obtained from Centre for the Accessible Environment www.cae.org.uk and Disability Rights Commission www.drc-gb.org/drc/default.

5.10 Maintenance

The Design Team will be expected to provide a commentary on and framework for future maintenance, highlighting where designs will require a particular maintenance regime or may lead to maintenance complications. Matching the design to maintenance and management budgets will be essential components of the maintenance plan. Information should be provided on the life and durability of materials including planting.

5.11 Sustainability

Sustainable design equates to good design, and a design that has been well thought through. The approach to the park should be underpinned by a philosophy of a sustainable design approach, which is to:

- Respect the environment
- Maintain health and well being of users
- Be economically justifiable in whole-life costing terms

The park should be established around key sustainability targets and specific requirements. It should also be based on best practice approaches that are becoming established for sustainable landscape design, construction and management. These might include the following:

- Specific set of performance targets in terms of water management, waste management, energy efficiency, use of recycled and sustainable materials
- Establishing parameters for a learning park that properly demonstrates the principles of sustainability
- Creating richness of experience and function
- Selection of materials including soils, water conservation (both drainage and reuse of water), composting and recycling, night pollution, energy efficiency (particularly in relation to lighting)

The Design Team will be required to produce a statement of approach to sustainability, for agreement, which will form the basis for the design and specifications for the Gardens.

5.12 Maintenance Facility

A facility is required to support the maintenance of the Gardens. This should include a small secure storage/work facility building (including non-public washroom and toilet), together with a securable external area for short-term storage of plants etc. The size of the facility should be appropriate to the maintenance regime.

5.13 Provisions for Multi-Tasking Temporary Facilities

Provision should be made for a number of multi-tasking temporary facilities e.g. for busking, small performance areas, mobile catering etc. Optimum locations are to be agreed with the Client's Events Production Advisor. These should provide metered power supplies. A location for the disposal of waste, particularly oil and cooking fat, and any other appropriate facilities should also be provided. The design of these should be unintrusive and should be readily maintainable, paying particular attention to cleanliness and the avoidance of smells.

6. THE CABE ISSUES PAPER

The Jubilee Gardens Steering Group consulted CABE during the course of 2002 to gain a better understanding of the alternative methods of approaching the regeneration of the Gardens and to illuminate the way forward. Part of the CABE response was an extensive

consultation of the principal stakeholders, and a distillation of the findings into a series of recommendations for the Group. This is considered a valuable element of the briefing process, and the document is reproduced in full at Appendix 1.

Since the publication of the Issues Paper, the following important events have taken place:

- The South Bank Centre has agreed to work with the community in the form of the Jubilee Gardens Steering Group to deliver a world class park and the establishment of a trust.
- The South Bank Employers Group, on behalf of the Jubilee Gardens Steering Group, has adopted the role of Executive Client and Project Champion.
- Further work has been commissioned on the cultural events programme, and a broad agreement has been reached amongst the main stakeholders. This is set out in Appendix 2.
- Jones Lang Lasalle have been instructed to report on the restrictive covenants affecting the site
- The landscape objectives and vision for the design have been agreed by the Steering Group

7. THE SITE AND SURROUNDINGS

7.1 The Existing Site

The Jubilee Gardens site is a rectangular space approximately 1.5 hectares in area, defined by the eastern edge of Queens Walk, Hungerford car park and viaduct (north), Belvedere Road (east), former County Hall and London Eye approach (south). The Steering Group/Trust also intend to take on responsibility for the adjacent portion of Queen's Walk.

Pedestrian access is generally unrestricted from Queen's Walk.

The current landscape regime consists of mainly grassed open space, with localised areas of planting and a children's playground. The grassed area was re-turfed during the Spring of 2004 together with the installation of an irrigation system.

The boundaries of the project site are defined by:

- North: – the southern boundary of the Hungerford Car Par site
- East: – the back of the Belvedere Road footway
- South: – the boundary of the access and queuing area for the BA London Eye
- West: – the inboard (eastern) edge of Queen's Walk. However, aspects of the upgrading of the adjacent portion of Queen's Walk are included in the project scope to the extent defined in paragraph 7.6 below.

The principal surrounding features are

- North: – Hungerford Car Park and railway viaduct, with the Royal Festival Hall beyond
- East: – the Shell Centre, with York Road and Waterloo Station beyond.
- South: – access and queuing area for the BA London Eye, with the former County Hall beyond
- South-West: – the BA London Eye
- West: – Queen's Walk and the River Thames beyond

There are nearly 1,000 residential properties in the immediate vicinity the site the site - 650 in County Hall and 420 in White House.

7.2 Site Boundaries

The boundaries of the site to be considered for the regeneration project are illustrated in Appendix 4.

7.3 Ownership

The site is in the freehold ownership of the Arts Council, and is subject to the following leasehold interests:

- A lease granted to the South Bank Centre
- A sub-soil lease granted to Shirayama, the owners of County Hall over approximately the southern half of the site.

7.4 Covenants

The site is subject to a number of restrictive covenants. This Design Brief assumes that the major restrictions will be removed by negotiation or by other means. However, the facility to provide for one of the covenanted rights must be included in the design. This is the provision of a route with or without vehicles over the southern part of Jubilee Gardens at all times to and from Queen's Walk, to give access to the western part of the former County Hall buildings in order to carry out works or repair, rebuilding and maintenance to the adjoining land. It is anticipated that such a route can be incorporated in the design of pathways within Jubilee Gardens, and that its construction can serve the dual purpose of providing an emergency vehicle access route across the site. The construction should be suitable to carry 40-tonne vehicles, or other as advised by the Emergency Services.

7.5 Existing Site Conditions

Details of existing site conditions are contained in Appendix 5, comprising:

- The text of the report: "Survey and Catalogue of Existing Constraints, Revision A, May 1999", prepared by Ove Arup & Partners. The Appendices to the report (Copies of correspondence and drawings) are available in the office of South Bank Employers' Group. The Design Team must ensure that they review these and use any relevant material.
- Record drawings of access and waiting area works carried out recently by BA London Eye
- Record drawings of irrigation works carried during 2004
- Outline information about London Underground running tunnels
- Record drawings of Shell's cable floodlighting and column arrangements, cooling water mains tunnel construction, and lighting fittings on the cooling main noticeboard.

The following information is contained in Appendices 8 and 9:

- Topographic Survey dated January 2005, (also available in CAD format) (Appendix 8)
- Composite Topographic and Services Survey dated 28th May 1999, before construction of the BA London Eye, and during the construction works for the Jubilee Line Extension (Appendix 9).

It is known that buried in the subsoil are large amounts of waste concrete together with arisings from the construction of the Jubilee Line. Foundations of buildings dating from the 1951 Festival of Britain Exhibition are also believed to remain in the subsoil. At lower levels there are cooling water outfalls from the Shell Centre, running tunnels for the Bakerloo Line and a working shaft and access tunnel used for the construction of the Jubilee Line.

The results of recent enquiries to statutory about underground services are included in Appendix 6.

7.6 Queen's Walk

The South Bank Centre is currently at Stage E of proposals designed by others for the re-landscaping of Queen's Walk from the IBM Building to the British Airways London Eye.

The design uses the same palette of materials that was used between the IBM Building and the Oxo Tower.

It is intended that the Jubilee Gardens Trust will take on management and maintenance responsibility for the portion of Queen's Walk adjacent to Jubilee Gardens, and it is also possible that the construction of this section of the Queen's Walk will be undertaken under the same auspices as for Jubilee Gardens.

In this context the Jubilee Gardens Design Team will be required to meet with the South Bank Centre's design team and to review in detail and comment upon the designs which have been produced for the South Bank Centre, in order to ensure compatibility between the Jubilee Gardens and Queen's Walk designs for:

- aesthetics – finishes and design palettes
- infrastructure – underground services and supplies, capacities, ducts, wireways etc.
- constructability – logistics and risks

Following this review the Jubilee Gardens Design Team will recommend such changes to the existing Queen's Walk designs as may be necessary to ensure compatibility and sustainability.

The Jubilee Gardens Design Team will also be required to comment upon maintenance aspects and life-cycle costs of the South Bank Centre's design, and to advise on potential changes that might be recommended.

If substantial changes to the existing Stage E proposals are recommended and adopted, and/or if the construction of this section of the Queen's Walk becomes part of the Jubilee Gardens construction programme, the Jubilee Gardens Design Team will be expected to take appropriate responsibility for the Queen's Walk designs as amended and taken over from the current design procured for the South Bank Centre.

The acceptance, treatment and implementation of recommended changes to the Queen's Walk designs will be the subject of separate agreements.

It is intended that the proposals for the whole of Queen's Walk will be submitted for planning approval on the basis of the existing Stage E design by the South Bank Centre during 2005. This is on the basis that the current proposals for the section of the Queen's Walk adjacent to Jubilee Gardens are geared to achieve a consistent design along the whole of this stretch of riverside and that suggestions for changes by the Jubilee Gardens Design Team will not significantly affect those elements of the design which are subject to planning. However, this should not inhibit the Jubilee Gardens Design team in their review of the existing Stage E design, which should take place at the earliest possible opportunity.

7.7 Other Schemes and Proposals in the Vicinity

The following schemes and proposals are under consideration in the vicinity of Jubilee Gardens:

- South Bank Centre Masterplan
- Shell Centre:
- Archbishop's Park
- Bernie Spain Gardens
- P&O's proposed redevelopment of Elizabeth House
- Others

7.8 Planning Context

The London Borough of Lambeth's Planning Policy for the Jubilee Gardens is contained in the Current Unitary Development Plan, under it both Jubilee Gardens and the adjacent Hungerford Car Park site are designated as Metropolitan Open Land. The Borough has

prepared a Revised Deposit Draft of the Unitary Development Plan. Policy 80 of this Revised Deposit Draft covers both that area within the Brief defined as Jubilee Gardens and Hungerford Car Park, which continues the designation of both areas as Metropolitan Open Land. The Plan and Policy has been subject to scrutiny at the Public Inquiry starting 8th of March 2005, prior to full adoption in 2006. South Bank Centre, Arts Council of England, British Film Institute and the UK Film Council have objected to Policy 80 and have made formal representations at the Public Inquiry. This is to protect the ability to bring forward cultural development sometime in the future. The Inspector's report arising from the Public Inquiry is expected in February 2006, with adoption of the UDP planned for July 2006.

Copies of the Revised Deposit Draft UDP are available from the Local Authority, (http://www.lambeth.gov.uk/Services/HousingPlanning/Planning/RevisedDepositDraftUnitaryDevelopmentPlan.htm?wbc_purpose=Basic&WBCMODE=PresentationUnpublished). A copy of Policy 80 (extracted from the Revised Deposit Draft UDP) is attached as Appendix 10. Compliance with this policy and with any other relevant aspects of the Revised Deposit Draft UDP must be incorporated in the design.

Consultation must be established with the Planning Authority at the earliest opportunity, and maintained throughout the design, the planning application period, and beyond as appropriate. The degree of consultation and liaison must be such as to ensure that approval of the planning application will proceed as smoothly as possible.

7.9 South Bank Conservation Area Status and Listed Buildings and Structures

Jubilee Gardens is within the South Bank Conservation Area and any scheme should have regard for the preservation and enhancement of the character and appearance of the Conservation Area. This will be defined fully in the Conservation Area appraisal due for completion 2005.

The site also adjoins the Grade II* listed County Hall main block and gardens are bounded by the balustrade to the north of County Hall, and the lamps to the river walk are Grade II listed.

Any development of the gardens should protect the setting of the listed structures.

7.10 Previous and Ongoing Design Exercises

There have been a number of design studies and exercises for Jubilee Gardens and the surrounding areas, as well as schemes in preparation. These include:

- Queen's Walk Park Society's schemes
- Schemes by Terry Farrell and Rick Mather
- A scheme by British Airways London Eye
- South Bank Centre Estates' Environmental Improvements, including Queen's Walk and Festival Square,
- Spine Route Extension, including Belvedere Road and Chicheley Street
- Shirayama private road improvements – Belvedere Road Streetscape
- South Bank and Waterloo Streetscape Design Guide
- Landscape Institute Community Workshop
- Waterloo Development Framework
- South Bank Riverside Walkway and Landscape Strategy 1997
- "Space for All" audit of open spaces

Information about these or other schemes will not be supplied as part of the Design Brief, as the Steering Group does not wish these to influence the Design Team Consultant.

8. BUDGET

The design is expected to use high quality, durable materials. The capital budget available for the project, to include all necessary works, excluding professional fees (and excluding VAT) is a maximum of £5,500,000 for Jubilee Gardens (excluding the portion of Queen's Walk. The budget for maintenance of the completed gardens is under review, but is currently between £250,000 and £300,000 per annum (excluding VAT)

The Design Team Consultants will be expected to advise on the adequacy of these sums in the light of the aspirations for the Gardens.

9. DESIGN TEAM CONSULTANTS'S SCOPE OF SERVICES

The Design Team Consultants will be required to undertake the following services in accordance with the RIBA Plan of Work Stages 1999:

A: Appraisal	}	A proportion of work within these stages will be
B: Strategic Briefing	}	completed as part of the design competition, and
C: Outline proposals.	}	will be agreed prior to final appointment.
D: Detailed proposals.		
E: Final proposals.		
F: Production information (F1 and F2)		
G: Tender documentation.	}	Project management and
H: Tender action.	}	contract administration
J: Mobilisation.	}	activities in these
K: Construction to Practical Completion.	}	stages will be carried
L: After Practical completion.	}	out by others.

The Design Team Consultants will undertake whatever additional research and survey work is deemed by the Design Team Consultants to be appropriate, and the cost of such work will be deemed included in within their fee. The design shall be fully inclusive of all disciplines, and detailed as appropriate for procurement by traditional contracting methods.

10. PROGRAMME

Agreement of the Strategic Brief and appointment of the Design Team Consultants is anticipated by the end of June 2005. Design is expected to commence at the beginning of July 2005, with a start on site at the end of July 2006, with completion around the end of July 2007. A copy of the current programme is attached as Appendix 7.