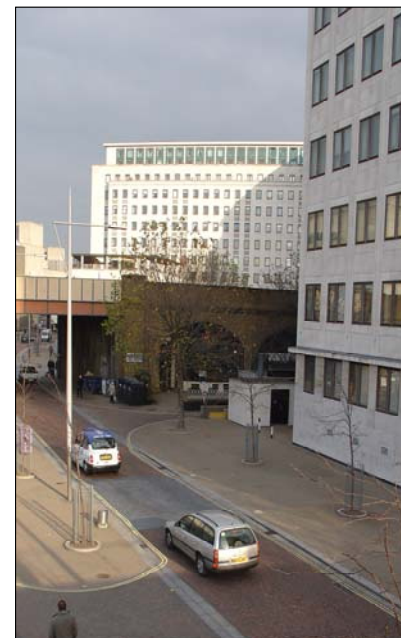


Jubilee Gardens Users Research Survey

January 2005



**A Research Report produced for the Jubilee
Gardens Steering Group**



**CSC REGENERATION &
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1. INTRODUCTION

The South Bank Employers Group and the Jubilee Gardens Steering Group commissioned CSC Regeneration & Research Consultants to undertake a survey of current and possible future usage of Jubilee Gardens. This research is intended as a baseline profile that will assist the entrants in the current garden design competition to appreciate the profile of park users and their hopes and aspirations for the park's future design.

1.1 BACKGROUND AND CONTEXT

Jubilee Gardens is a small rectangular park of some 15,500 square metres on the South Bank of the River Thames in the London Borough of Lambeth which is defined by the following boundaries:

- Hungerford car park to the North
- The former GLC County Hall and the London Eye to the South
- Belvedere Road to the East
- Queens Walk and the River Thames to the West

To date the park has had a complicated ownership history. It was developed in 1977 to mark the Queen's Silver Jubilee, before being passed to the London Residuary Body (LRB) on the demise of the Greater London Council (GLC) in 1986. The LRB eventually sold County Hall to Shiryama Corporation which included a range of restrictive covenants over areas of the park. In addition the LRB negotiated a five-year contract with London Underground that would allow the park to be used for soil extraction during the construction of the Jubilee Line Extension. In 1994 the freehold of Jubilee Gardens and Hungerford Car Park passed to the Arts Council of England (ACE) and the land was then transferred on to the South Bank Centre under a long lease.

In the past the park has been the subject of a variety of design and usage schemes none of which have come to fruition. This report has been commissioned by the Jubilee Gardens Steering Group (JGSG), which brings together local stakeholders, including landowners, local employers, the community and public authorities. The JGSG has been working with the South Bank Centre and the Commission for Architecture and the Built Environment (CABE) to set up a process for transforming the gardens into a world-class park, to be managed by an independent trust. To achieve this the steering group has launched a design contest. A shortlist of leading landscape designers will consider the various design options and a design team will be selected to transform the park.



An aerial photograph showing the location of Jubilee Gardens outlined in white

1.2 METHODOLOGY

The methodology utilised in developing this report has included the following six linked stages which have been completed over a three-month period:

i. Initial Meeting

Our starting point was a meeting with SBEG who are running this project on behalf of the Jubilee Gardens Steering Group. This gave us an overview of the project's development to date and provided us with key background research documentation.

ii. Questionnaire Development

Following the meeting with SBEG we went on to design a draft questionnaire, which formed the bedrock of the survey activity. The questionnaire went through a process of refinement before receiving final approval from the user-design group, which reports to the Jubilee Gardens Steering Group.

iii. Survey Activity

The survey group was divided into three related categories: local residents, employees of local companies and tourists/visitors. A range of activities were utilised to capture opinions including:

- Recruitment and training of a local User Consultation Team to undertake face to face street interviews
- An online survey launched on the intranets of local employers and various community organisations
- A sample postal survey targeted at hard to reach areas

iv. Key Player Interviews

A series of interviews took place with key individuals from a wide range of organisations that have a strategic interest in the future development of the park.

v. Survey Analysis

The data from the research was analysed within the SNAP data package to provide information and cross tabulations that would be of use to the designers and inform the future decisions of the JGSG.

vi. Final Report

The final report provides a baseline survey of the hopes and aspirations for the gardens as defined by the survey group and key players. At our client's behest the report deliberately excludes recommendations, as these will develop from the future design and consultation work.



The User Consultation Team in action, training and interviewing

1.3 STRUCTURE OF THE REPORT

The report is structured around seven main sections and has been written to facilitate easy access and understanding for both technical and non-technical readers:

- Section 1: Introduces the report and sets the context for its commissioning and production.
- Section 2: Provides a profile of all park users who completed the questionnaire survey.
- Section 3: Details how, when and for what purpose those surveyed currently use the park.
- Section 4: Provides an insight into the facilities and activities those surveyed would like to see in the park in the future, and details the hazards and threats that would discourage park usage.
- Section 5: Details the views and opinions of key players on the future development of the park.
- Section 6: Outlines how this report could be taken forward in the immediate future.

2. PROFILE OF PARK USERS

This section provides a profile of the park users who took part in the questionnaire survey. In total 754 questionnaires were returned and analysed to provide a profile in the following areas:

- The survey groups
- Location
- Gender
- Age
- Dependent children
- Disability
- Ethnicity

Where it has been deemed appropriate and useful, information is shown broken down for each category of respondent.

2.1 THE SURVEY GROUPS

From the outset it was agreed that the survey would set out to profile park users from the following three categories:

- i. Local residents living within the catchment area close to Jubilee Gardens (shown in the map below)
- ii. Employees of local businesses and organisations who are likely to be park users, either now and/or in the future
- iii. Tourist/visitors to the area

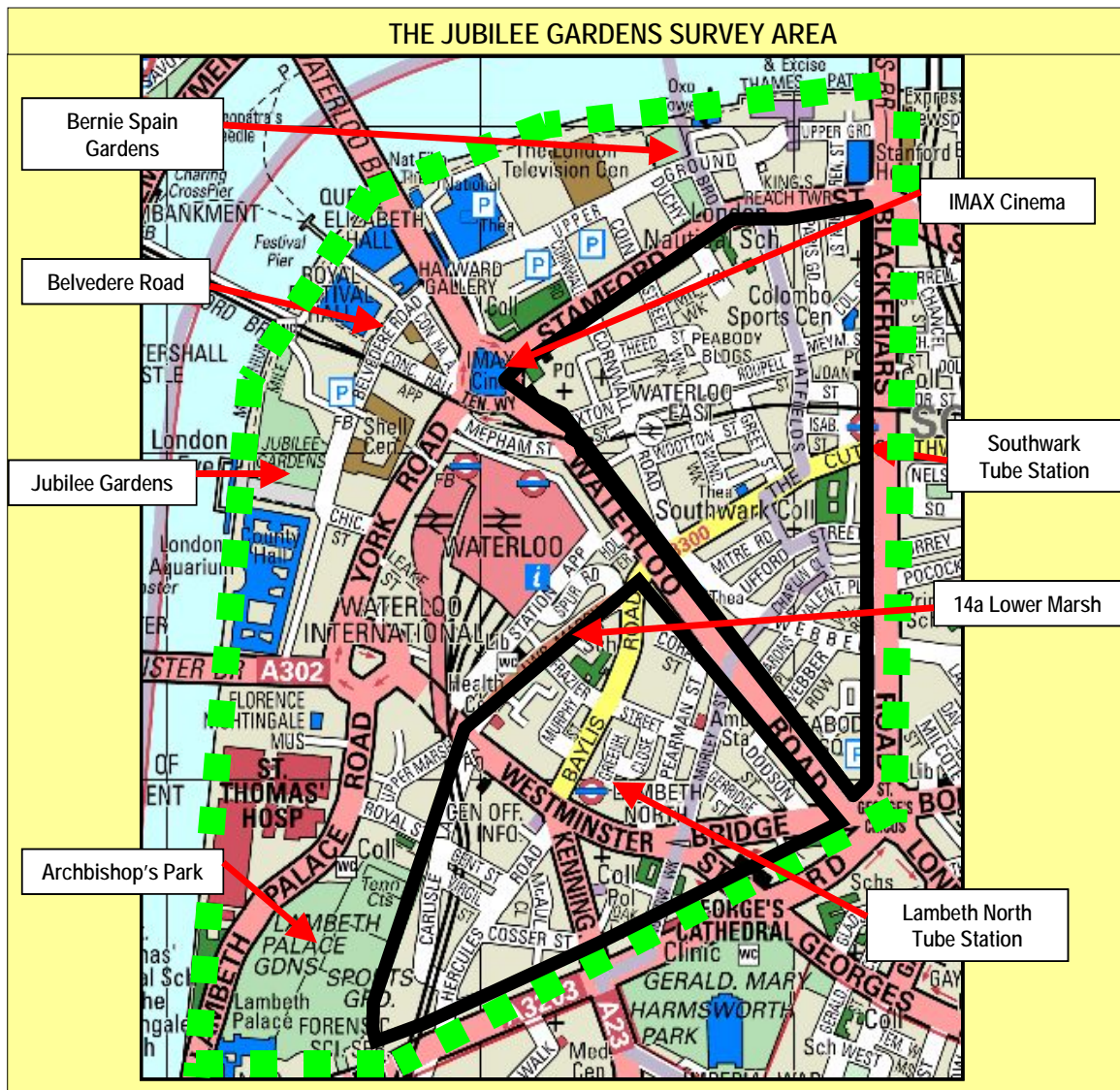
To ensure the validity of the survey the local residents' element was profiled against census returns to be representative of the area. In addition each survey category can be shown separately to ensure the on line survey does not distort the overall findings. The table below shows the number of survey returns received from each group.

NUMBER OF SURVEY RETURNS BY CATEGORY	
CATEGORY	NUMBER OF RETURNS
Local residents	407
Employees of local companies	253
Tourist and visitors	94
Total survey returns	754

The map below shows the overall survey area within the dotted green triangular line. This shows the boundaries of the survey as follows:

- River Thames
- Blackfriars Road
- Lambeth Road

In addition to the overall survey area, the map shows the eight survey points, approved by the UDG, that were used to undertake face-to-face street interviews. The area contained within the heavy black lines was the area of a sample postal survey to ensure that hard to reach areas were contacted.

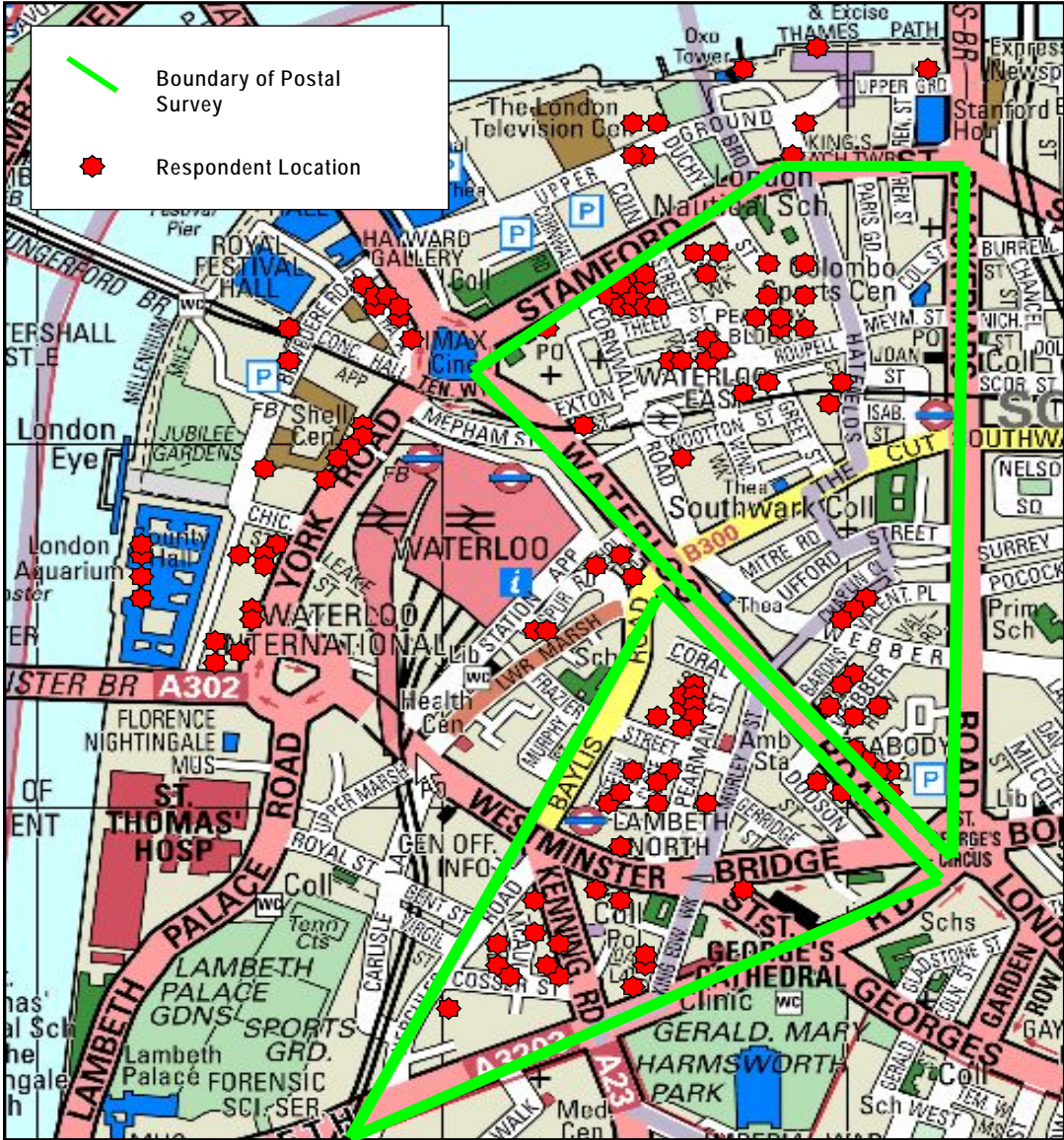
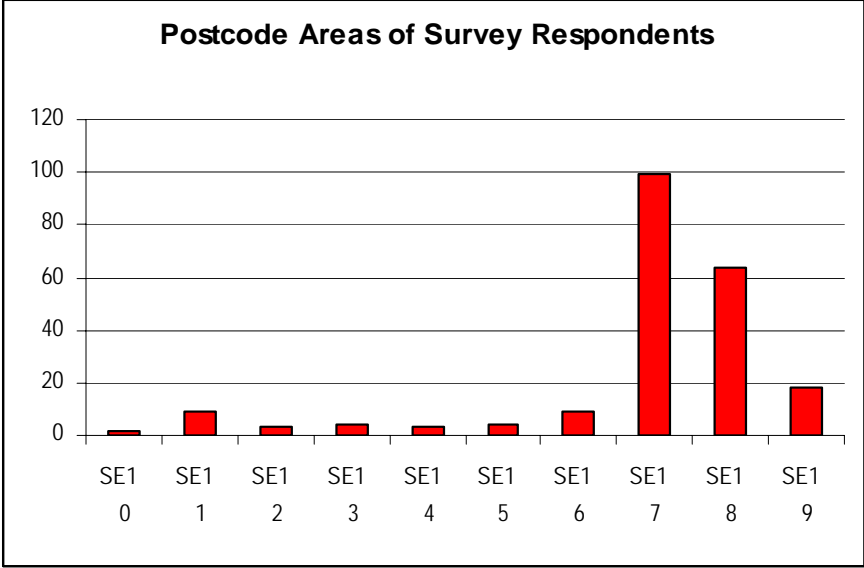


2.2 LOCATION

Because of its current condition it can be expected that Jubilee Gardens is not necessarily a destination in its own right to most people. However, its location in the centre of the capital city, adjacent to the London Eye (which has 3.7m visitors each year) and close to the South Bank cultural centre, means that it will receive an enormous number of visitors including local, national and international. Because of this it was considered necessary to capture information in relation to location in two key areas. For local residents we wanted to capture their postcode to gain an insight into the geographical spread of park usage. For tourists and visitors we wished to capture where they were visiting from.

2.2.1 POSTCODE

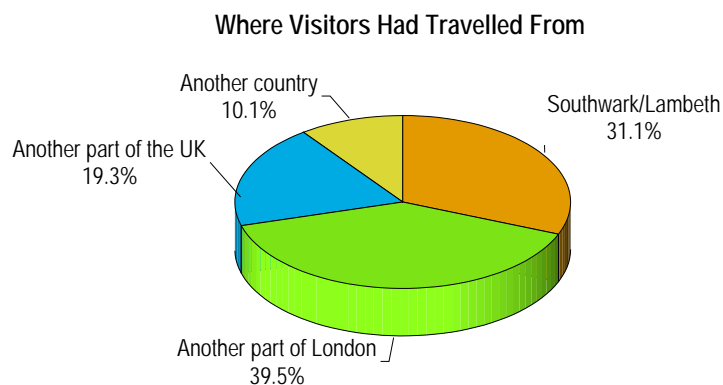
The questionnaire particularly requested that local residents inform us of their postcode and circa 360 of respondents provided this. In the majority of cases people elected to show their post code as SE1. However, some 150 gave us their full postcode which has allowed us to track the proportion of residents consulted within each sector of the SE postcode. The graphs below show the postcode areas of residents consulted, followed by a map showing the residential location of each resident surveyed (living in SE1 7, SE1 8 and SE1 9).



2.2.2 VISITOR HOME LOCATION PROFILE

Although many thousands of visitors/tourists pass through Jubilee Gardens each year, because of its current condition it cannot be considered a destination in its own right. Because of this factor we have been instructed to limit this element of the survey. The graph below shows the home location of visitors/tourists to the park broken down into four categories:

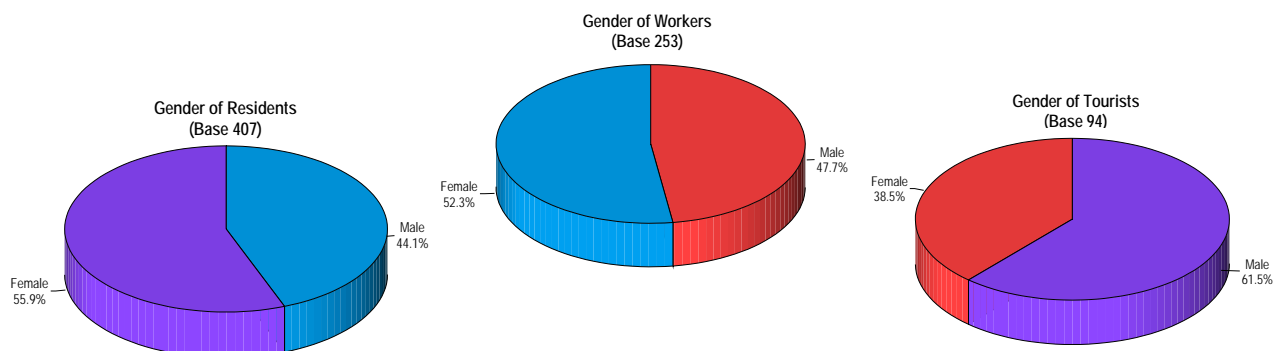
- i. Visitors from Southwark or Lambeth (who to a certain extent can be considered local)
- ii. Visitors from other parts of London
- iii. Visitors from other parts of the UK
- iv. Visitors from another country



From this we can see that almost a third of visitors are from other parts of Lambeth and the neighbouring borough of Southwark. Other parts of London account for almost 40% and the rest of the UK almost 20%, leaving the balance of 10% made up from visitors from another country. When assessing this information it is important to remember that in its current condition Jubilee Gardens does not represent a destination in itself for tourists and visitors. Should the park be redesigned as a world class park then it is likely that the percentage of tourists and visitors would be closer to 30%.

2.3 GENDER

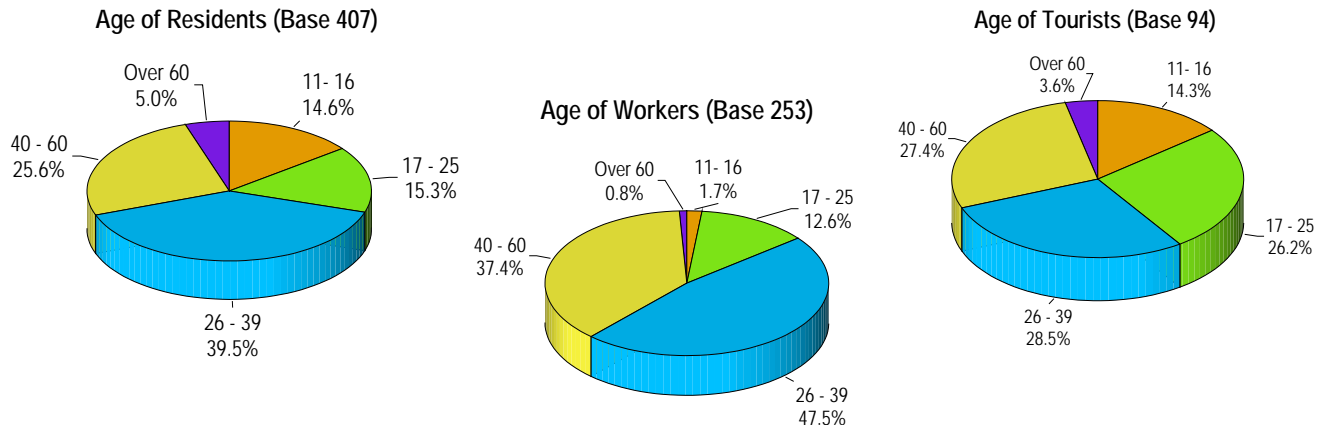
The graphs below show the overall gender balance broken down by the survey categories. Again in this case it is important to remember that the resident's category has been balanced against a representative profile of the local census. Data on Bishop's Ward (and Lambeth as a whole) show that the resident population split is 51% female and 49% male. Whilst the figures below do not match this profile exactly (taking into account the margin of error for any postal survey) this is an acceptable gender split within the sample. The employees and visitors categories have not been balanced and just show the proportion of people completing questionnaires in each category.



2.4 AGE

Different age groups will tend to have different needs and requirements from the park. Attempts were made to ensure that the residents' sample was also representative in terms of the age of respondents. Although census data follows a wider age profile than the one which was deemed suitable for this survey, the sample is still representative of the community as a whole. Census data shows that 61.8% of residents in Bishop's Ward were aged between 20 and 59; in this sample 65.1% of respondents were aged between 26 and 60 suggesting an accurate match in terms of resident age.

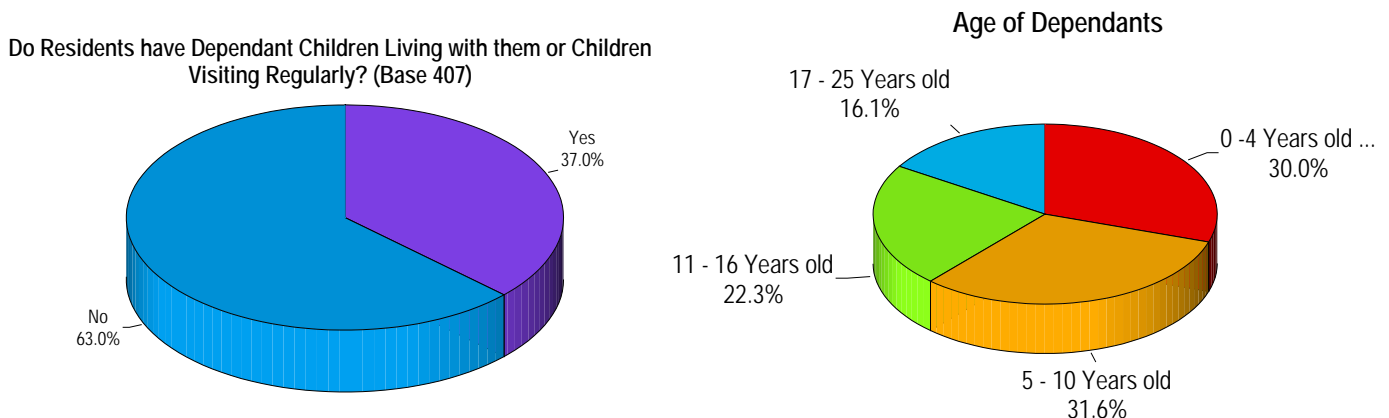
To capture this information we broke respondents down into the five age categories by respondent group shown in the graphs below:



From the graphs above we can see that the main park users are in the age groups 26-60 in all cases. However, it is important to note that, as could be expected, residents have a higher number of young people using the park than the workers group, and that visitors and tourists also have high numbers of young people. This is important from a design perspective as children and young peoples needs will be an integral element of the park's future design.

2.5 DEPENDENT CHILDREN

As an inner city park it can be expected that Jubilee Gardens will provide an outlet for the leisure activity of local families. In light of this, in the graphs below we show information relating to the number and age of dependent children living with or visiting local residents.



From this we can see that a substantial number of local people have dependent children living with them or visiting regularly the majority of whom are under 10. This will obviously have important implications for the park's future design, especially as section 3.6 (below) shows that local people use the park regularly as a place for children to play.

2.6 DISABILITY

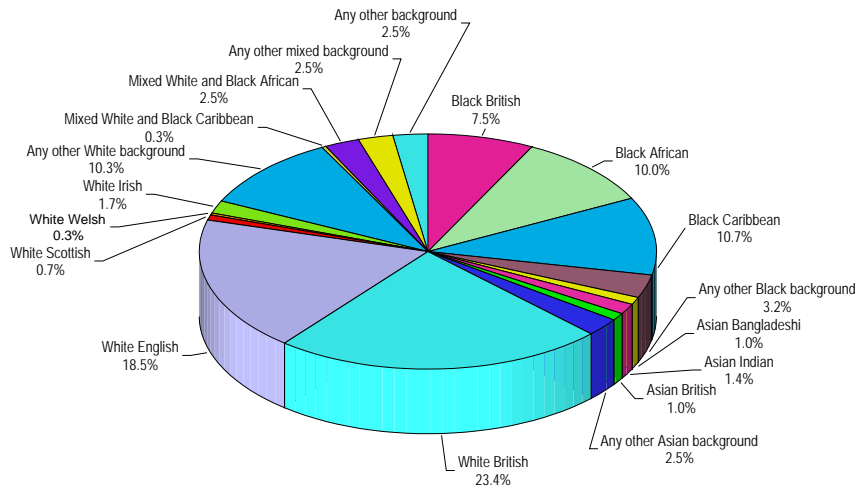
The Disability Discrimination Act (DDA) 1995 places duties on all public, private, voluntary and community organisations to take into account the needs of the disabled when developing projects. From 2004 all employers and service providers have had to make reasonable adjustments to the physical features of their premises to overcome physical barriers to access. Although only nine people out of those surveyed responded positively to a question on whether they were registered disabled, this low response does not remove the responsibility from a future design to take full account of the needs of disabled people.

2.7 ETHNICITY

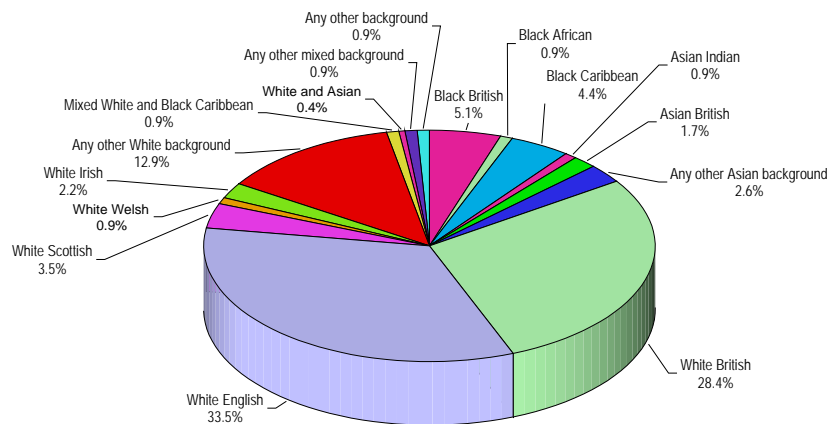
Equal opportunities legislation encourages inclusivity in the provision of all services. Whilst this may not seem initially important to the functioning of a park, at a later stage this information will provide a useful benchmark for park usage, and if applicable may help profile cultural activity.

The graphs below shows the ethnic breakdown of those completing the questionnaire:

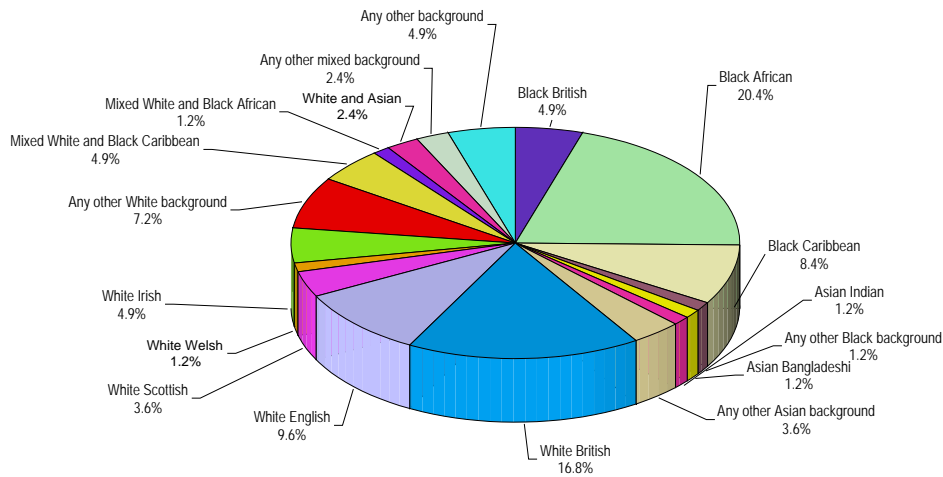
Ethnicity of Residents (Base 407)



Ethnicity of Workers (Base 253)



Ethnicity of Tourists (Base 94)



Similarly to other areas of the questionnaire, attempts were made to form a profile match between the survey sample and local census data. The census shows that in both Bishop's ward and Lambeth as a whole the predominant ethnic group is White-British (65.7% in Bishop's and 62.4% in Lambeth as a whole). There is also a high representation of Black or Black British groups (20.2% in Bishop's ward and 25.8% in Lambeth as a whole). This and the representation of other ethnic groups within the survey area suggests that ethnically, this is an accurate survey sample.

3. CURRENT USAGE OF THE PARK

This section of the survey sought to define how the user groups profiled above currently use the park. It is important to remember when reading this section that current usage can only be a guide to future usage as the park currently provides a very low level of facility. However, by capturing key current user information together with future activities and facilities preferences, dealt with in section 4 (below), the park designers will be able to design facilities and activities into the park that will expressly meet the needs of users. In particular we wished to explore the following key areas of current usage:

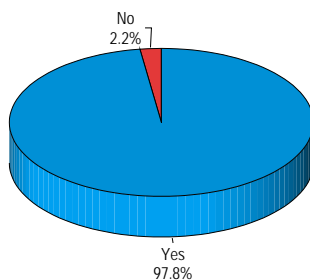
- Knowledge of Jubilee Gardens
- How often people visit
- Particular days of visit
- Times of visit
- Season of the year visited
- Purpose of visit

Each of these is discussed in more detail below:

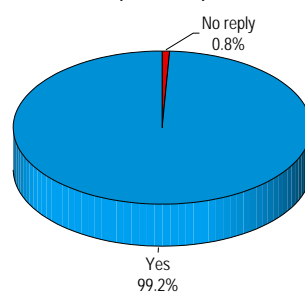
3.1 KNOWLEDGE OF JUBILEE GARDENS

The starting point for this section of the survey was to ask all respondents whether they knew where Jubilee Gardens was. This simple question is complicated by the fact that the park in its current condition may not be recognisable to many people as a public park and has not been branded or marketed as a destination in its own right. To overcome this those interviewed were shown a map indicating the location of the gardens. However, the answer to this question, shown in the graph below, gives us a rough benchmark on overall knowledge of the gardens, which in turn can inform future marketing.

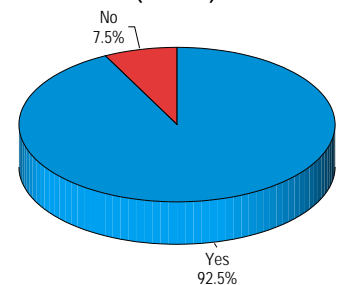
Do Residents Know where Jubilee Gardens is
(Base 407)



Do Workers Know where Jubilee Gardens is
(Base 253)



Do Tourists Know where Jubilee Gardens is
(Base 94)



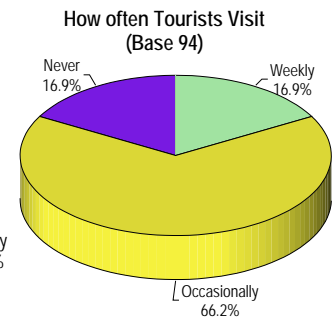
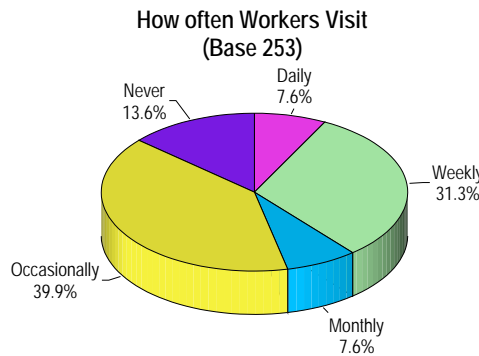
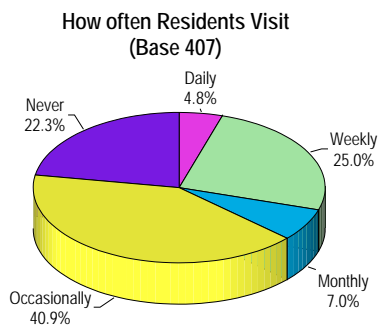
From this we can see that only a very small proportion of those surveyed had no knowledge of the gardens. However, it is important to remember that this question was accompanied by a flash card that showed those surveyed where Jubilee Gardens was located. For this information to be entirely useful it should be used as a benchmark against which to measure future unprompted knowledge surveys after the park's redevelopment.

3.2 HOW OFTEN PEOPLE VISIT

Even in its current condition Jubilee Gardens has a considerable footfall from people visiting the London Eye and/or using the area as a shortcut between other destinations. This question sought to measure how often people actually visited the park. Those who answered that they never visited the park took no

further part in this section, and instead where referred to the section on future usage, covered in Section 4 (below).

The usage graphs below are broken down into each survey category.

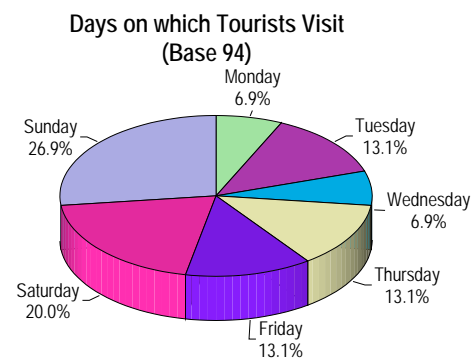
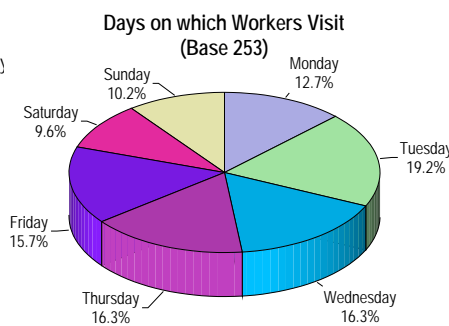
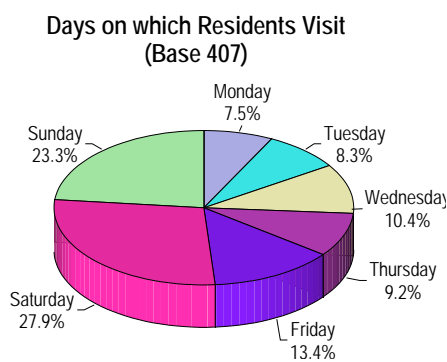


From this we can see that the highest percentage of residents use the park occasionally and weekly. There is a relatively high non-usage amongst residents which can be explained by the fact that in its current condition the park is not attractive or functional as a park. Local employees have a higher level of occasional, weekly and daily usage than residents, but a much lower level of non-usage. This should not be construed as local employees finding the park more attractive, but rather that their proximity to the park makes it their only choice for recreation. As could be expected visitors/tourists have the highest level of occasional usage and very low daily and weekly usage.

From the above we can conclude that the park is an important local facility to both residents and local employees.

3.3 PARTICULAR DAYS OF VISIT

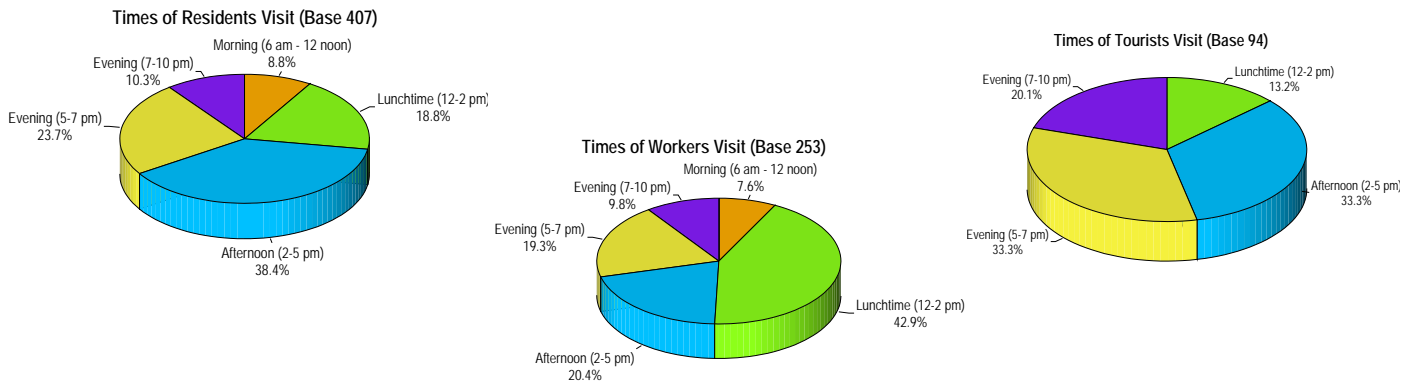
People's usage of Jubilee Gardens was refined further by asking them which day of the week they generally visited the park. The graphs below show this information by each survey category.



From this we can see that residents and visitors have a high weekend usage, whilst workers have a lower weekend usage but a more even spread of usage during the working week. This information together with the times of use shown below can be used to inform planned events or entertainments if appropriate.

3.4 TIMES OF VISIT

It was important to profile the times that people currently use the park, as this will inform the timing of particular activities that may be developed in the future. The graphs below again show this information by each survey category. We felt this was important, as the different categories of user were likely to utilise the park in different ways. Local residents were more likely to have a higher weekend usage than perhaps local employees, who in turn were likely to have a higher lunchtime usage than local residents. The graphs below show this information by each survey category.



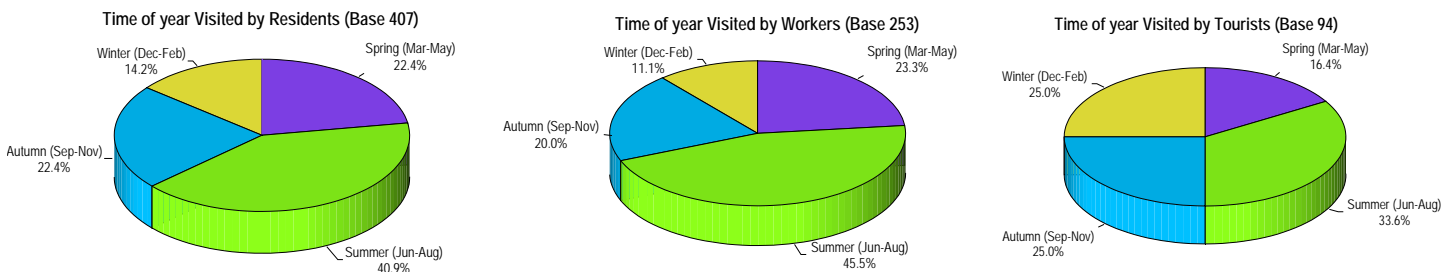
From this we can see that for local residents park usage is quite high between the periods of 12-7pm, with the peak usage being from 2-5pm. Local employees, as could be expected, have a very high lunchtime usage with much lower usage at all other times. Visitors/tourists tend to use the park between 2 and 7pm, they also have the highest evening usage, whilst workers have the lowest.

These times of visiting would suggest that any event or activity planned in the park would maximise its impact by being held between 12-2pm or in the afternoon or between 2-5pm.

3.5 TIMES OF THE YEAR VISITED

Seasonality in park usage is only to be expected because of the changeable UK climate. However, elsewhere in the UK there has been a trend towards a more alfresco lifestyle aided by various outdoor heating systems and wind breaks. Given the cosmopolitan nature and position of the park it is possible that this type of usage may prove popular in the future.

To benchmark this information we asked respondents what time of the year they used the park most. The graphs below show this information by each survey category.



From this we can see that residents tend to visit the park in a relatively even seasonal pattern, with Spring and Autumn being equally important and Summer being the expected high point. Local employees on the other hand have higher Summer usage with lower usage in the Winter and Autumn. Surprisingly, Visitors/tourists have a reasonably even spread of usage across the year with a slight bias towards summer use, this is perhaps indicative of London's status as a 'year round' venue for tourism.

3.6 PURPOSE OF VISIT

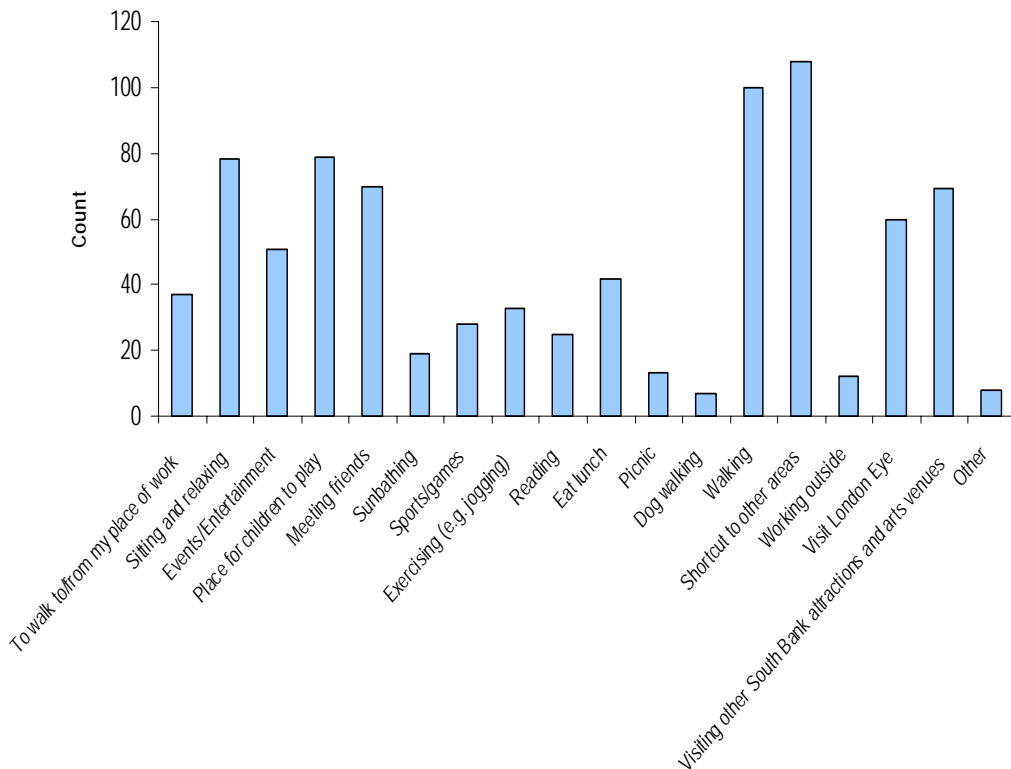
The reasons for people currently visiting the park provide essential information for the future park designers and will allow extrapolations to be made as to potential future usage. However, this information needs to be seen in the context of the parks current poor condition and therefore this question needs to be linked with the questions in section 4 on future usage of the park.

For this question people were shown the multiple-choice question below on the purpose of their visit to the park, where they could choose more than one category if applicable:

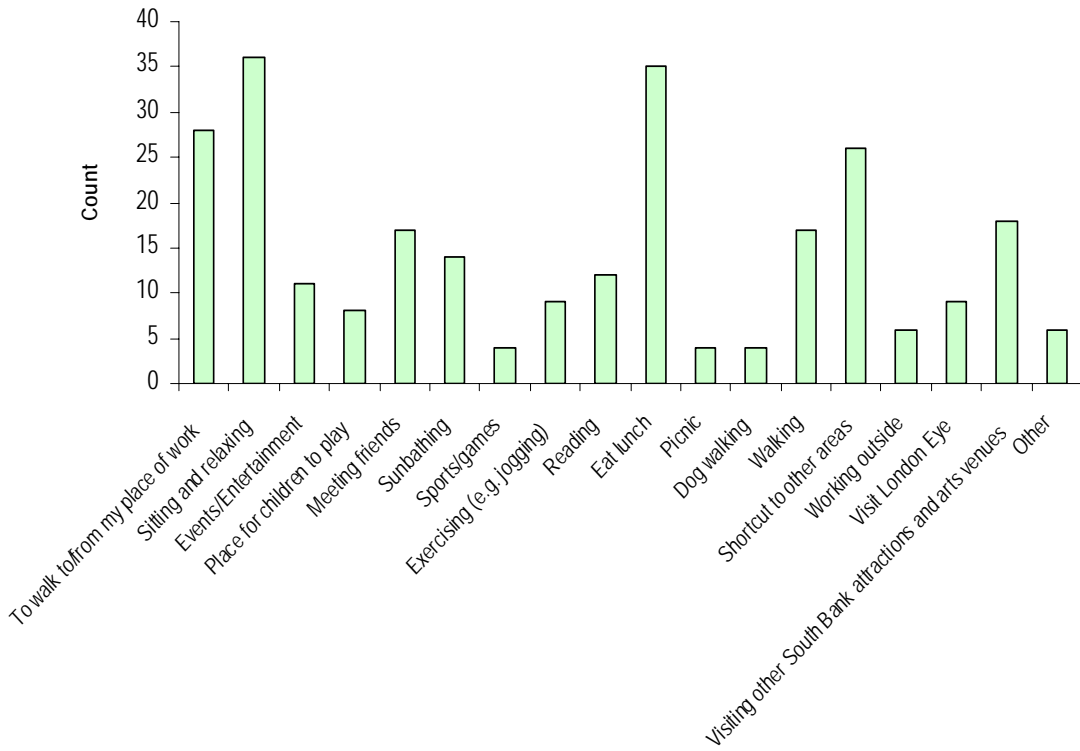
- | | | | | | |
|---|--------------------------|---|--------------------------|----------------------|--------------------------|
| To walk to/from my place of work | <input type="checkbox"/> | Sitting and relaxing | <input type="checkbox"/> | Events/Entertainment | <input type="checkbox"/> |
| Place for children to play | <input type="checkbox"/> | Meeting friends | <input type="checkbox"/> | Sunbathing | <input type="checkbox"/> |
| Sports/games | <input type="checkbox"/> | Exercise e.g. jogging | <input type="checkbox"/> | Reading | <input type="checkbox"/> |
| Eat lunch | <input type="checkbox"/> | Picnic | <input type="checkbox"/> | Dog walking | <input type="checkbox"/> |
| Walking | <input type="checkbox"/> | Shortcut to other areas | <input type="checkbox"/> | Working outside | <input type="checkbox"/> |
| Visit London Eye | <input type="checkbox"/> | Visiting other South Bank attractions and arts venues | <input type="checkbox"/> | | <input type="checkbox"/> |
| Specify which attractions and arts venues | | Other, please specify | <input type="checkbox"/> | | |

The graphs below show the preferences by each survey category. These are followed by a consolidated preference graph that brings all categories into one.

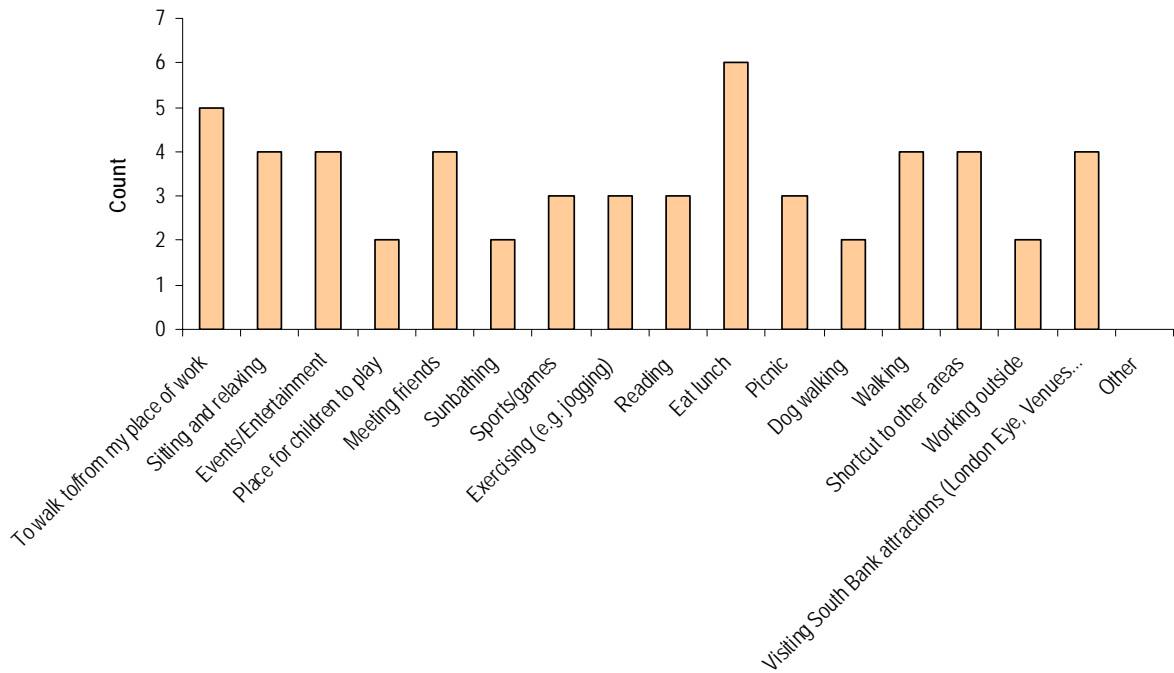
Residents Purpose of Visit (Base 407, Count)



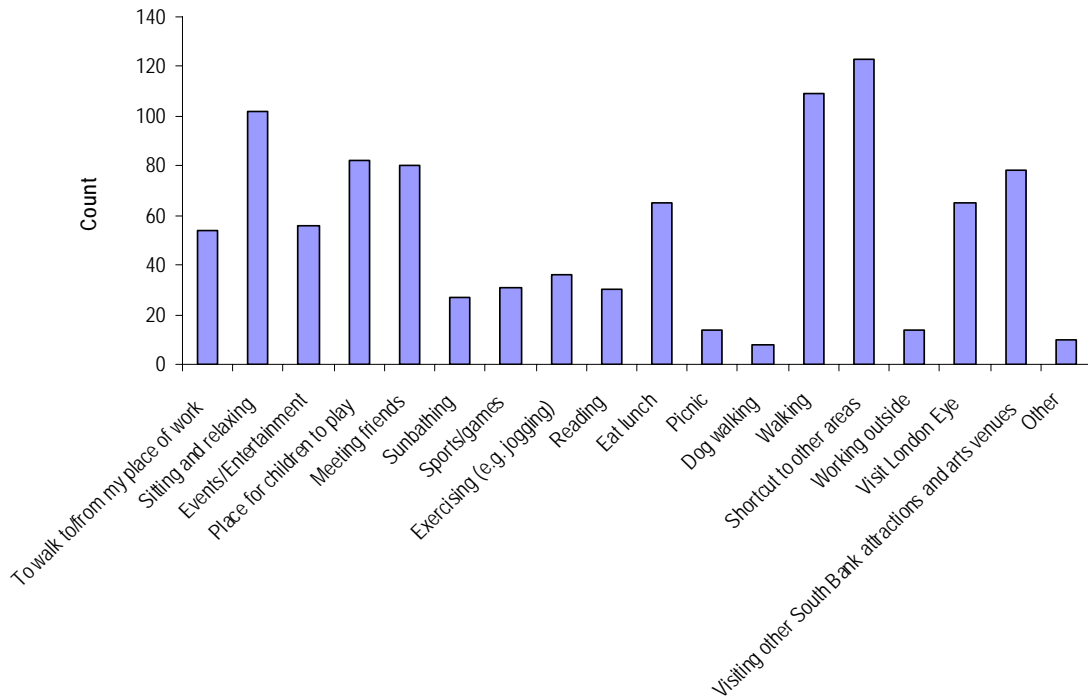
Workers Purpose of Visit (Base 253, Count)



Tourists/Visitors Purpose of Visit (Base 94)



Consolidated Purpose of Visit (Base 754, Count)



From this we can see that local residents again tend to have a more even usage of the park than the other categories. The importance of the park to families can be seen from the fact that local residents place a high priority on the park as a “place for children to play” as do visitors/tourists, local employees on the other hand give this a very low priority. All categories of respondents give a high score to the traditional park activity of “sitting and relaxing” as against the more active choices shown. In the case of local employees “sitting and relaxing” was ranked highly with “eating lunch” which again stresses the importance of lunchtime for peak park usage.

Interestingly all categories surveyed saw the park as a shortcut to other places which could mean that the tendency to cut through the park may be in conflict with the desire for quiet relaxation which in turn may create a key design challenge.

Local residents and visitors/tourists tended to be incidental as they use the park as they visit other attractions such as the London Eye and the South Bank. However, the figures for tourists using the park for this purpose are still surprisingly low. As well as the low sample size, this reflects the fact that the survey was administered at various sites in the Waterloo area and as a result tourists were not necessarily surveyed at Jubilee Gardens. Finally, local employees had a lower interest in visiting South Bank attractions; this can perhaps be explained by the desire of workers to get home at the end of their working day.

In addition to their overall preferences, those surveyed were asked to specify any other activities they visited the park for, a sample of other activities included:

- Visiting pubs and restaurants
- Royal Festival Hall and the South Bank Centre
- General waterfront activity
- Festivals

4. FUTURE USAGE OF THE PARK

This section of the survey sought to define the type of facilities and activities the user groups would like to see provided in Jubilee Gardens that might encourage them to visit the park more regularly in the future. By capturing potential future usage information, the park designers will be able to design facilities and activities into the park that will expressly meet the needs of users. In particular we explored the following key areas:

- Facilities and activities preferences
- Facilities and activities priorities
- Hazards and threats
- Hazard and threats priorities

Each of these is discussed in more detail below:

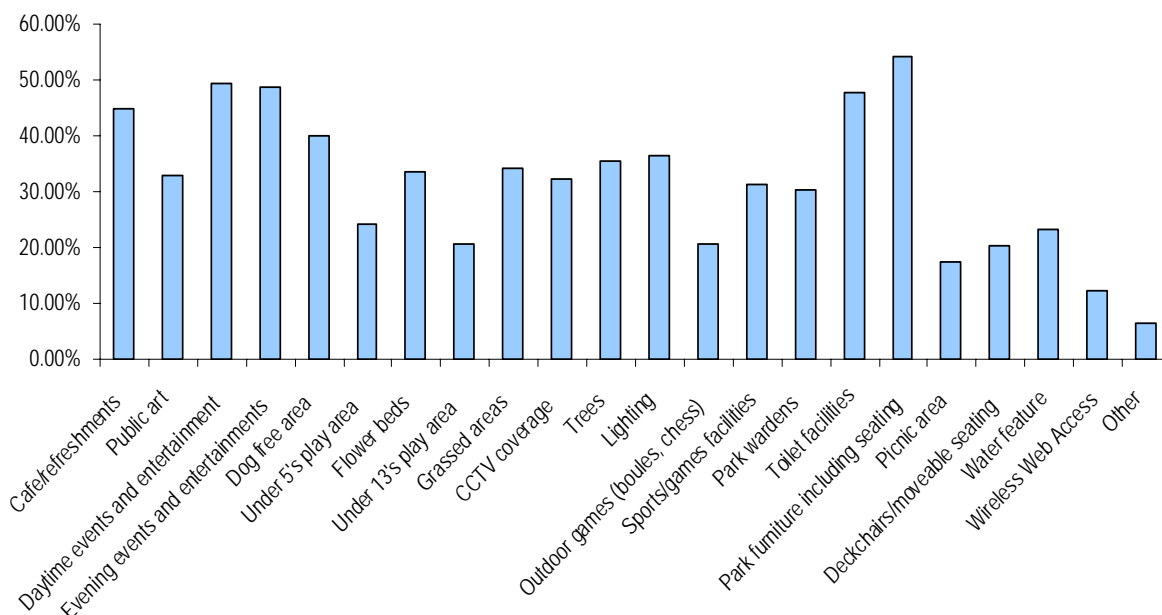
4.1 FACILITIES AND ACTIVITIES PREFERENCE

The question of facilities and activities preference brings the category of park users and non park users together. For this question people were shown the multiple choice question below, where they could choose more than one category if applicable:

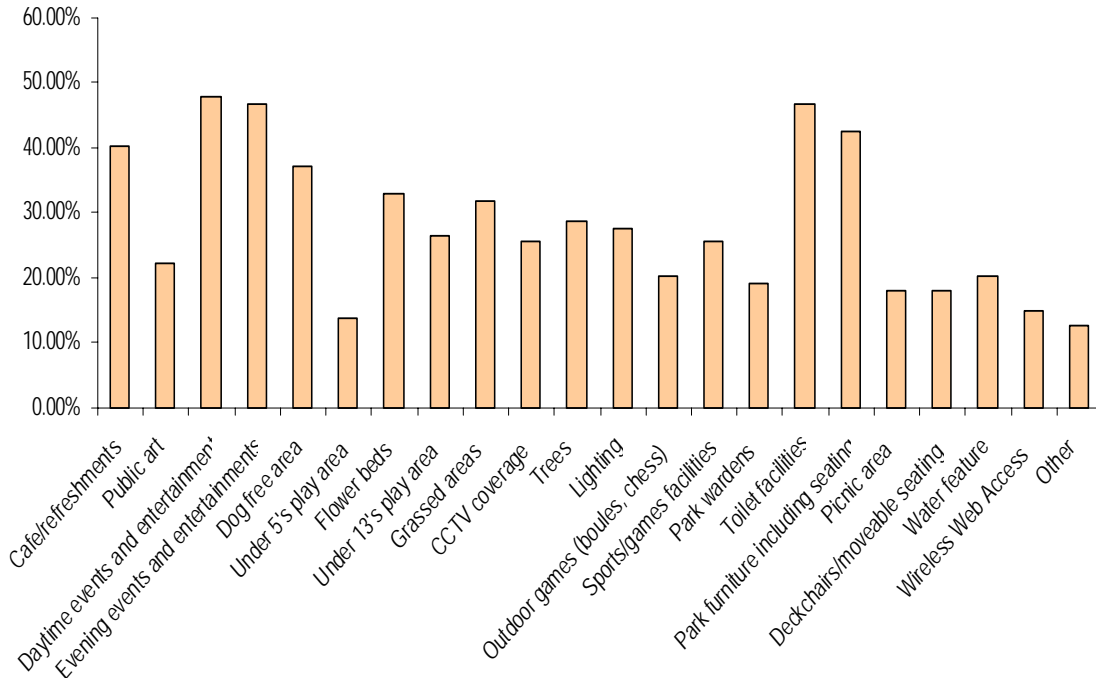
Café/refreshments	<input type="checkbox"/>	Public art	<input type="checkbox"/>
Daytime events and entertainment	<input type="checkbox"/>	Evening events and entertainments	<input type="checkbox"/>
Dog free area	<input type="checkbox"/>	Under 5's play area	<input type="checkbox"/>
Flower beds	<input type="checkbox"/>	Under 13's play area	<input type="checkbox"/>
Grassed areas	<input type="checkbox"/>	CCTV coverage	<input type="checkbox"/>
Trees	<input type="checkbox"/>	Lighting	<input type="checkbox"/>
Outdoor games (boules, chess)	<input type="checkbox"/>	Sports/games facilities	<input type="checkbox"/>
Park Warden	<input type="checkbox"/>	Toilet facilities	<input type="checkbox"/>
Park furniture including seating	<input type="checkbox"/>	Picnic area	<input type="checkbox"/>
Deckchairs/moveable seating	<input type="checkbox"/>	Water feature	<input type="checkbox"/>
Wireless Web Access	<input type="checkbox"/>	Other, please specify	<input type="checkbox"/>

The graphs below show the preferences by each survey category of current park user. These are followed by the preferences of those who currently do not use the park, and finally by a consolidated preference graph that brings all the categories into one.

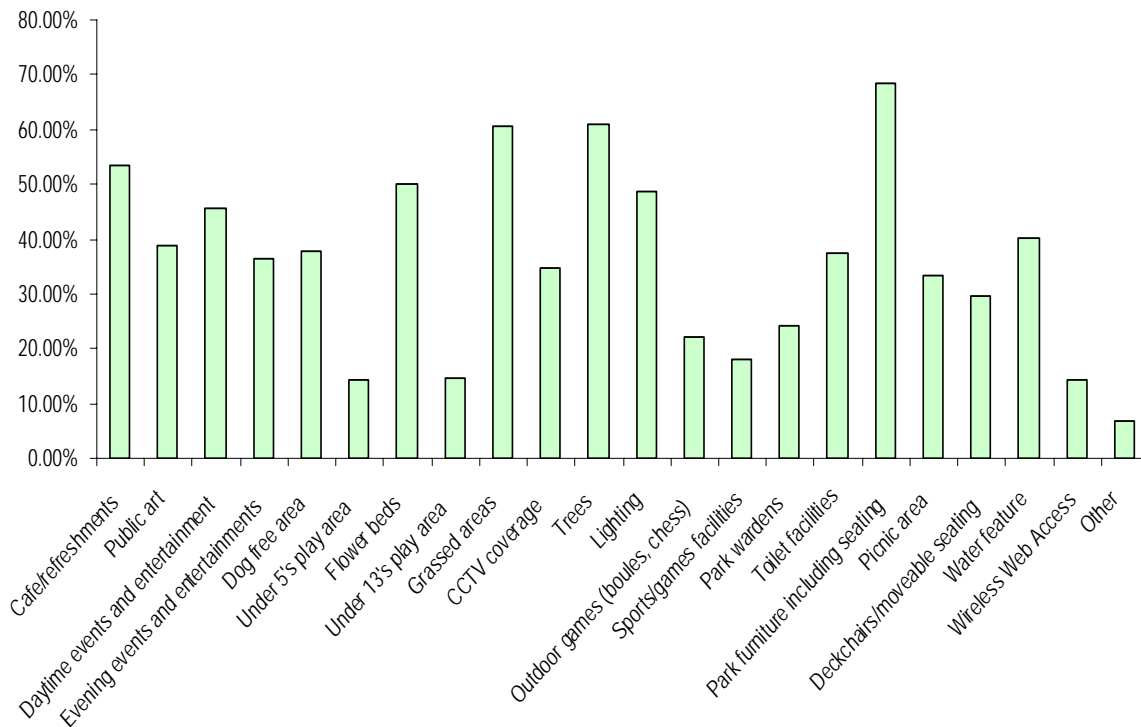
Residents Facilities and Activities Preference (Base 407, Percentage)



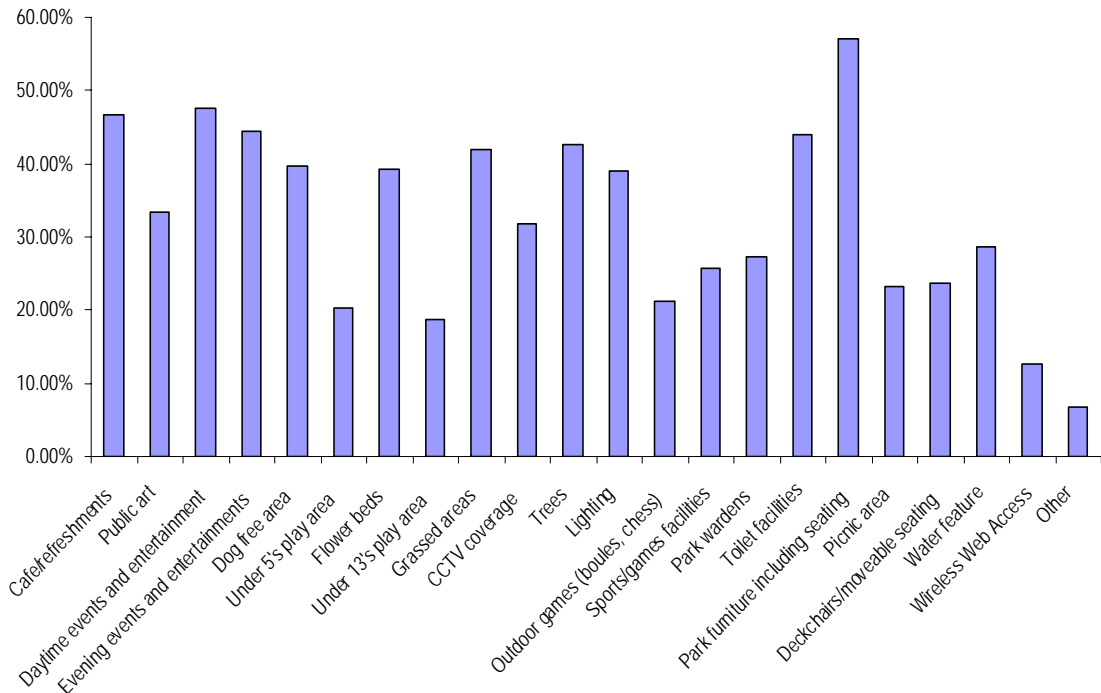
Tourists Facilities and Activities Preference (Base 94, Percentage)



Workers Facilities and Activities Preference (Base 253, Percentage)



Consolidated Facilities and Activities Preference (Base 754, Percentage)



From this we can see that high scores are shown across all three categories for facilities such as: park furniture, flowerbeds and trees. These choices are in line with the desire to use the park for “sitting and relaxing” shown in the previous section. Other important comfort choices are café/refreshments and toilets which again score highly across all categories.

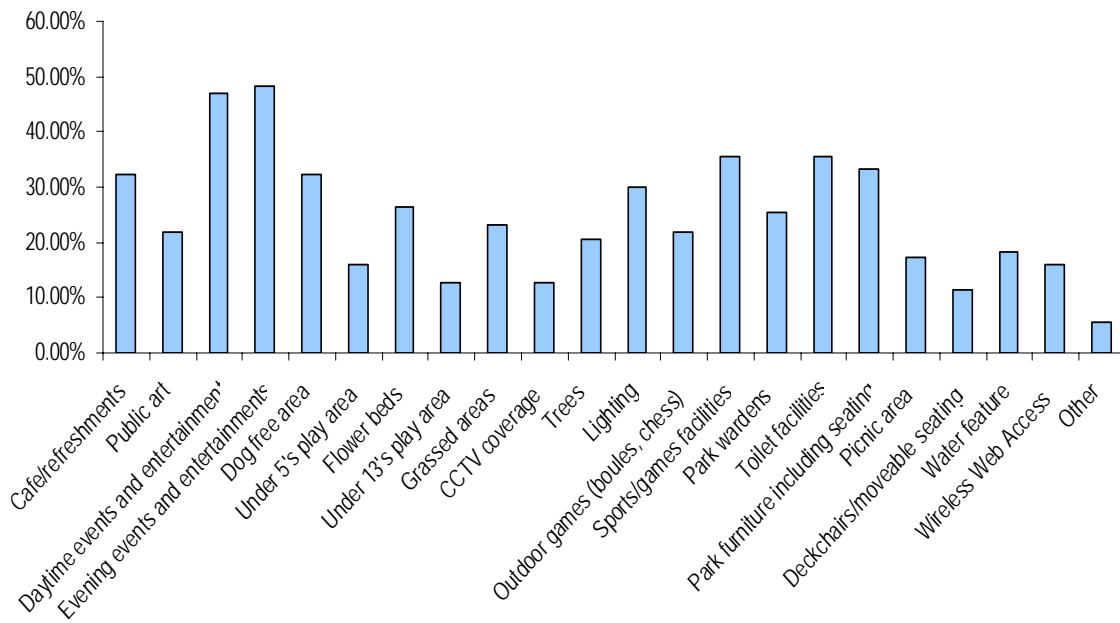
Support for using the park for the staging of events is high for both evening and daytime, with just under half of respondents saying they would support these activities on the park. By analysing the data further it is possible to deduce the number of respondents who would favour the inclusion of events of one kind or another (i.e. Evening and/or Daytime). This analysis shows that 60.9% of those surveyed said they would support the provision of events generally, as part of the redevelopment of Jubilee Gardens.

It is also evident most of those who would welcome evening events would also welcome daytime events and visa-versa. 73.5% of those who expressed a desire for evening events also said they would support daytime events whilst 68.6% of those identified daytime events, said they would also welcome a programme of events in the evening. This correlation suggests that users of Jubilee Gardens would welcome an integrated programme of events at various times of the day, offering a variety of new reasons to visit the park throughout the year.

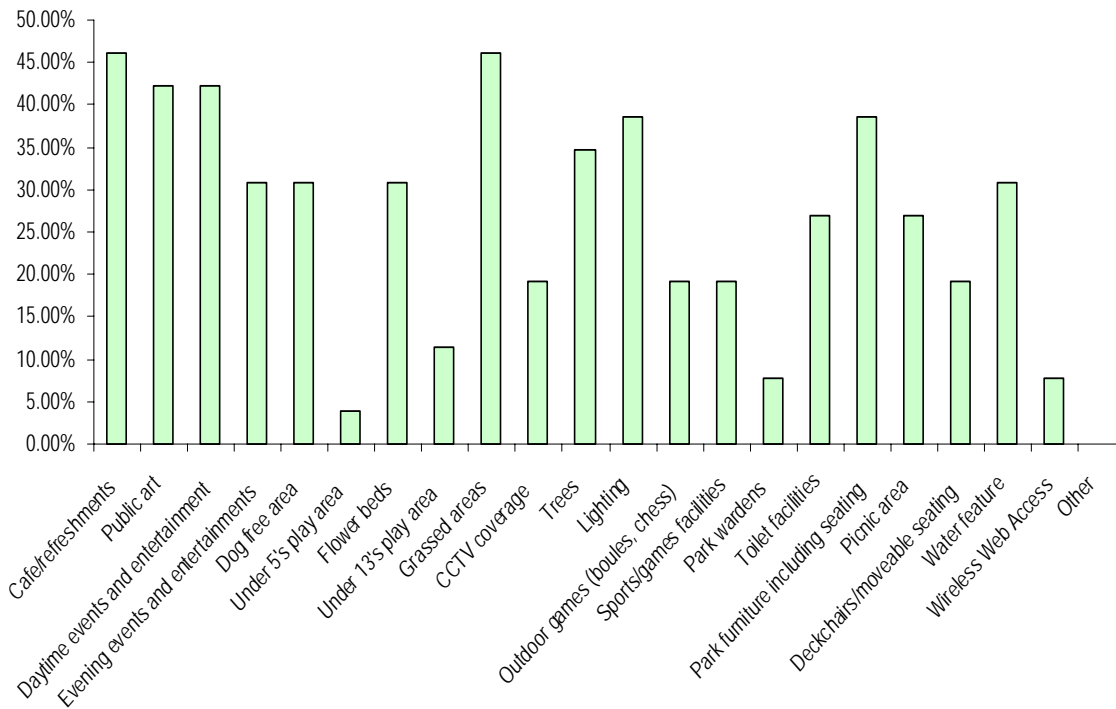
This support for events should not be seen to conflict with the desire for quiet relaxation expressed by all categories, but instead should guide the park designers to recognise that any events and entertainments should chime with the desire for quiet enjoyment of the park. Any future plans for events and entertainments should be subject to further discussion and refinement through further consultation activity as the design of the park progresses.

In addition to those who currently use the park we also thought that it was important to show the preferences of those who do not use the park and in particular what type of facilities and activities would encourage them to use Jubilee Gardens in future. The graphs below show the preferences for facilities and activities of those who currently do not use the park but may in future if such facilities were provided.

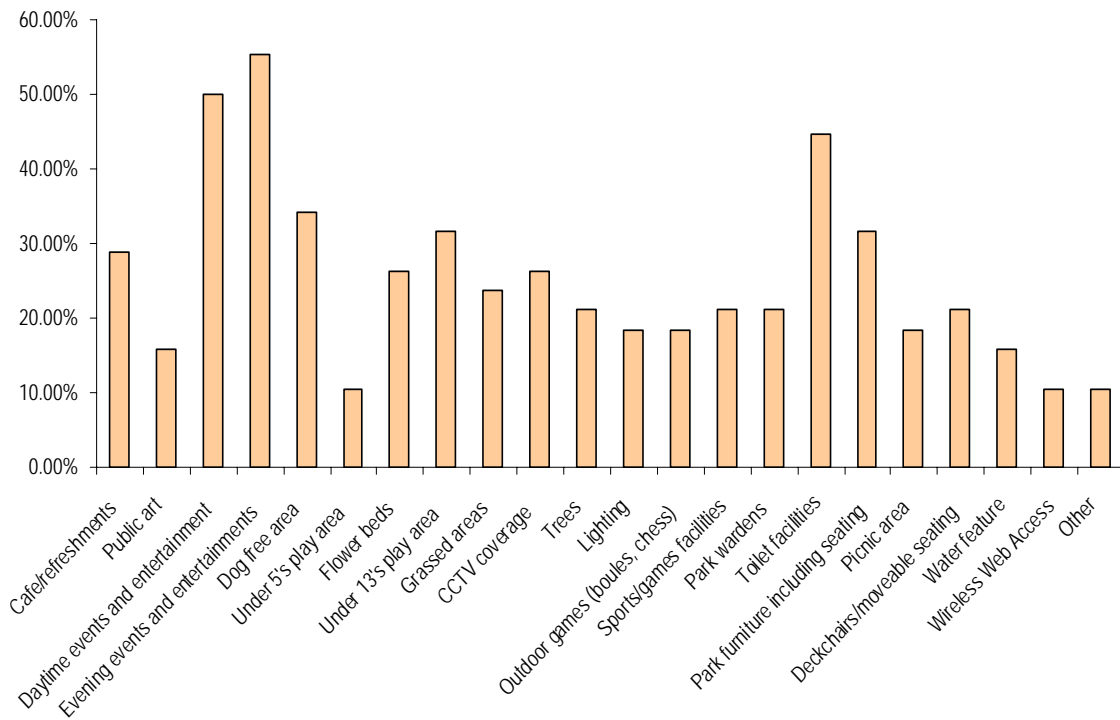
Residents Not Using the Park Activities and Facilities Preference (Base 407, Percentage)



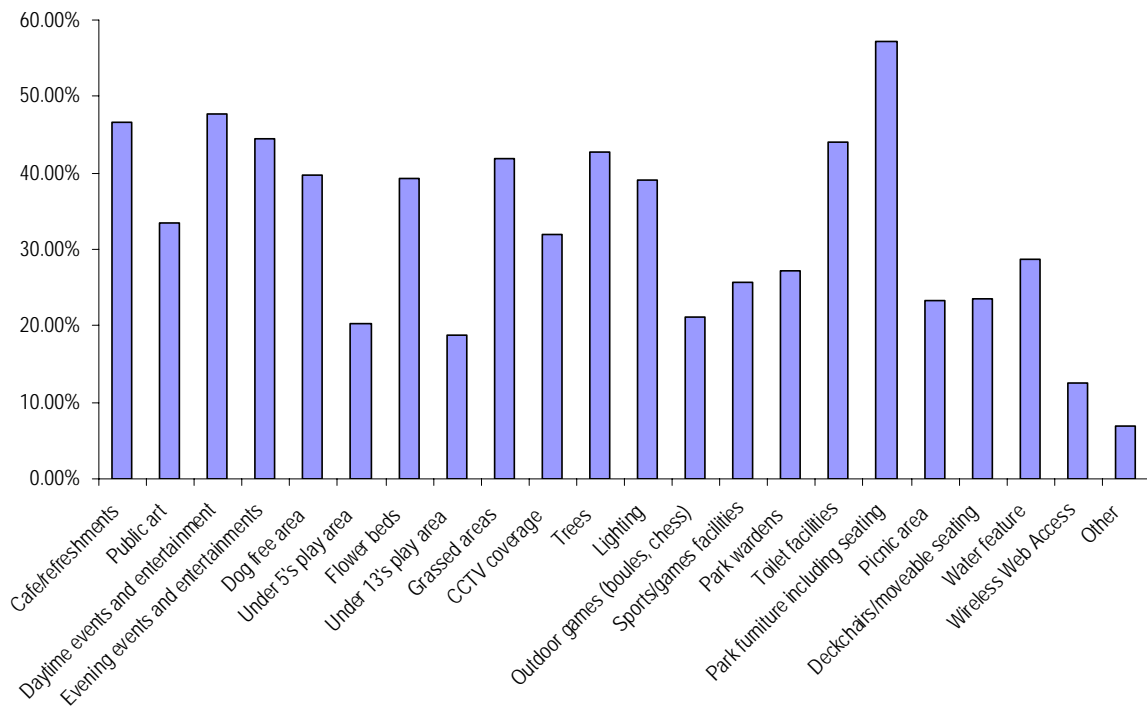
Workers Not Using the Park Facilities and Activities Preference (Base 253, Percentage)



Tourists Not Using the Park Activities and Facilities Preference (Base 94, Percentage)



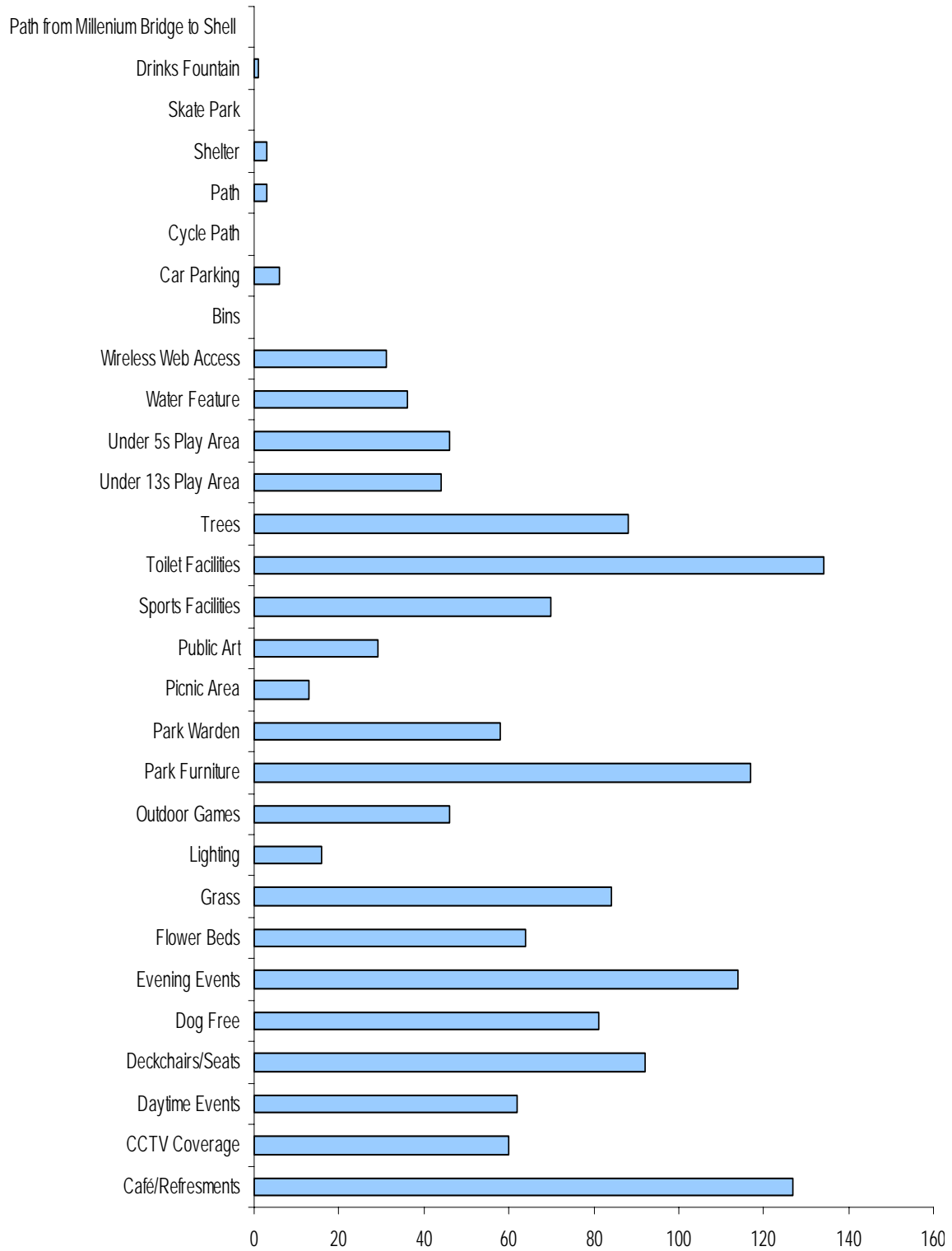
Consolidated Activities and Facilities Preferences for those not Using the Park (Base 754)



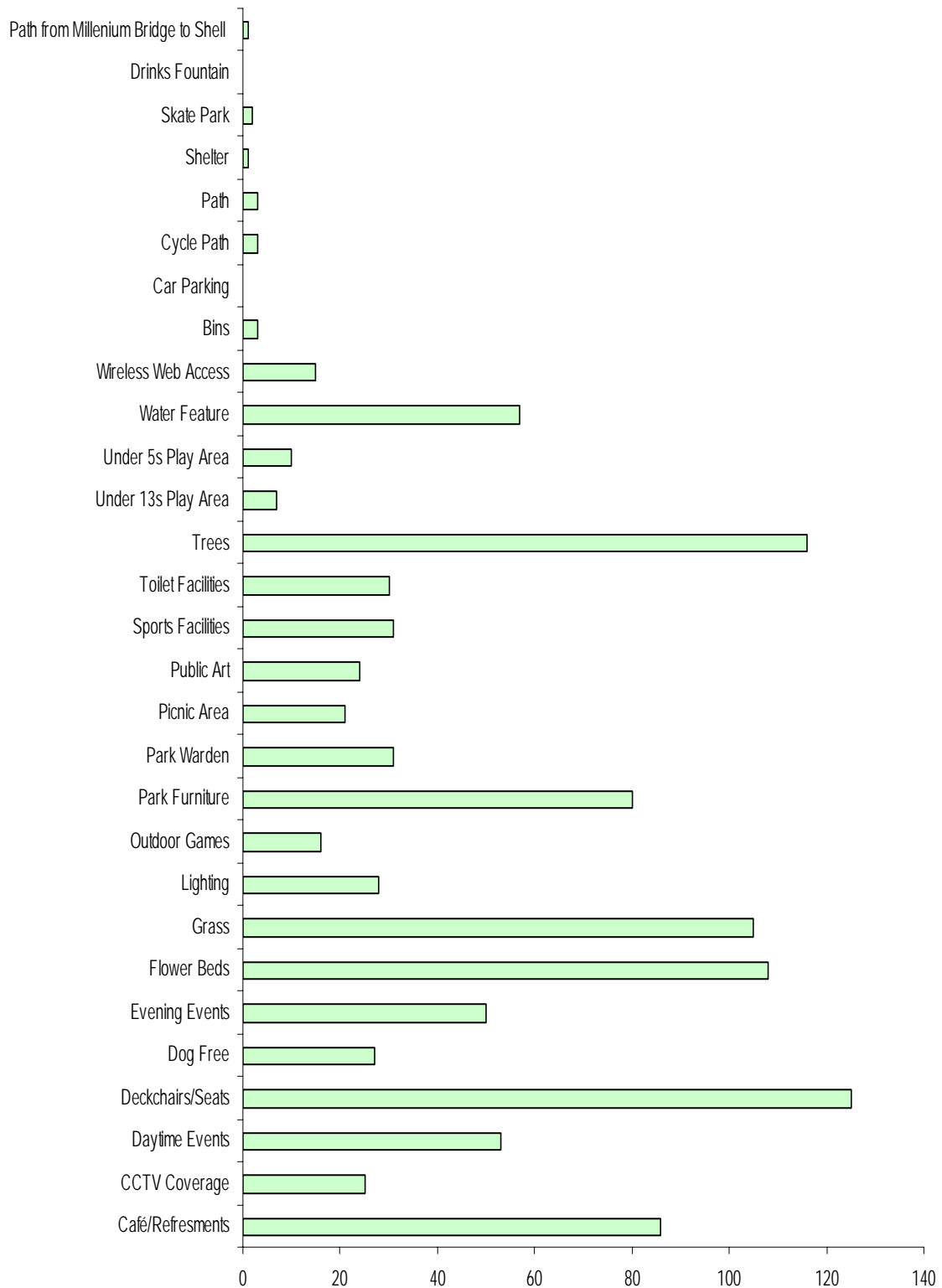
4.2 FACILITIES AND ACTIVITIES PRIORITIES

In order to prioritise the future facilities and activities that people would like to see in Jubilee Gardens, we asked those surveyed to place their top three choices in order of priority. In order to accurately reflect the opinions of those using the gardens a simple multiplier was used. Each individual's top priority was afforded 3 points, their second 2 points and their third 1 point, these scores were added together to form a total for each facility or activity, these are reflected in the graphs below which show the preferences by each surveyed group. These are followed by a consolidated preference graph that brings all categories into one.

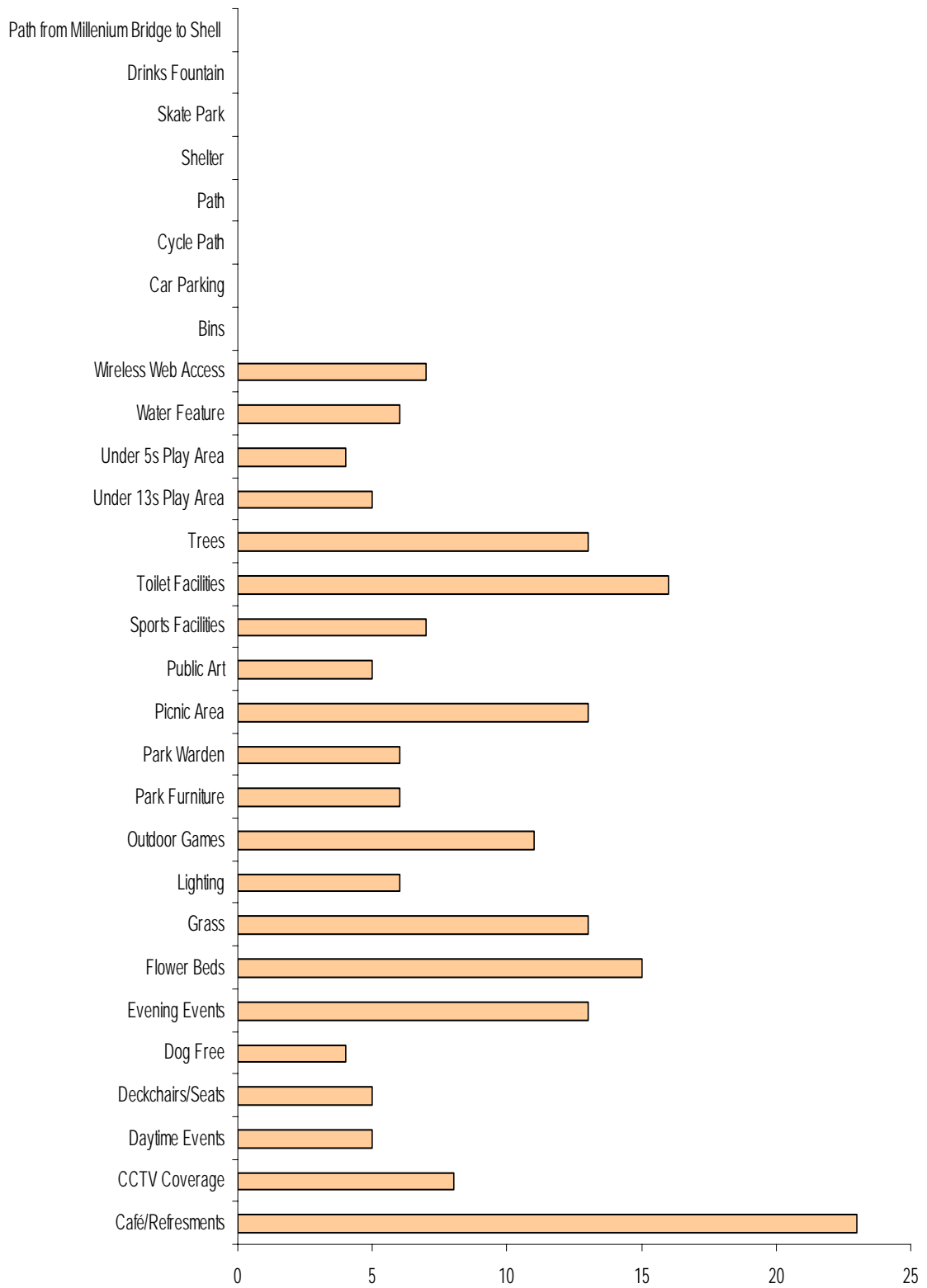
Facilities and Activities Priorities Identified by Residents



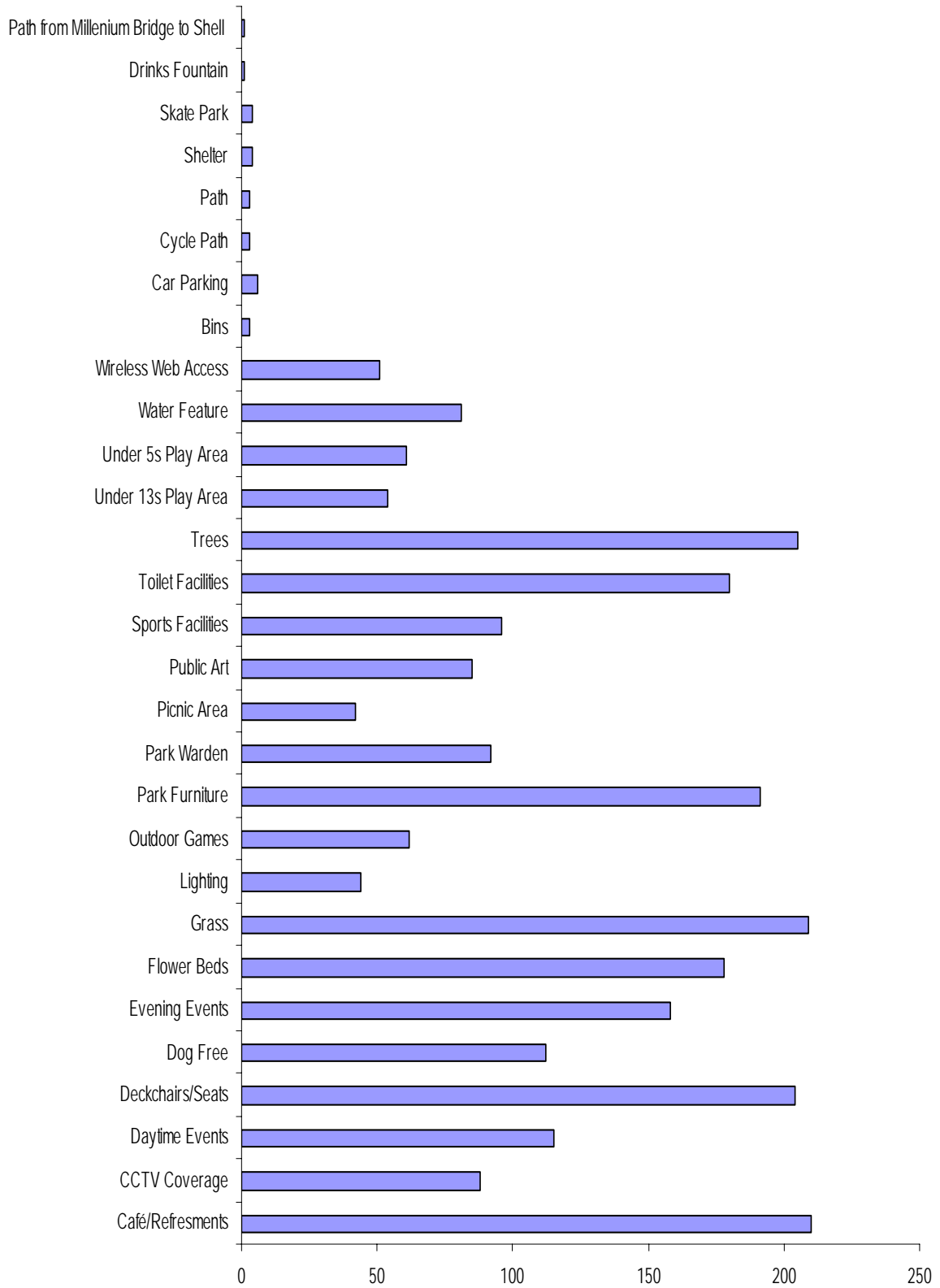
Facilities and Activities Priorities by Workers in the Jubilee Gardens Area



Facilities and Activities Priorities Identified by Tourists Using Jubilee Gardens



Consolidated Facilities and Activities Priorities Identified by Users Of Jubilee Gardens



From the graphs above we can see that whilst there are differences in emphasis amongst the surveyed categories, when it comes to bringing these preferences together the overall demand is for a traditional park with seating, grass, trees, flowers somewhere for refreshments and access to toilet facilities. Running strongly under these preferences is the desire for some form of daytime and evening events and entertainment, but clearly any such events and entertainments should not be seen to undermine the preferred ethos of a park that is green and intended for quiet enjoyment.

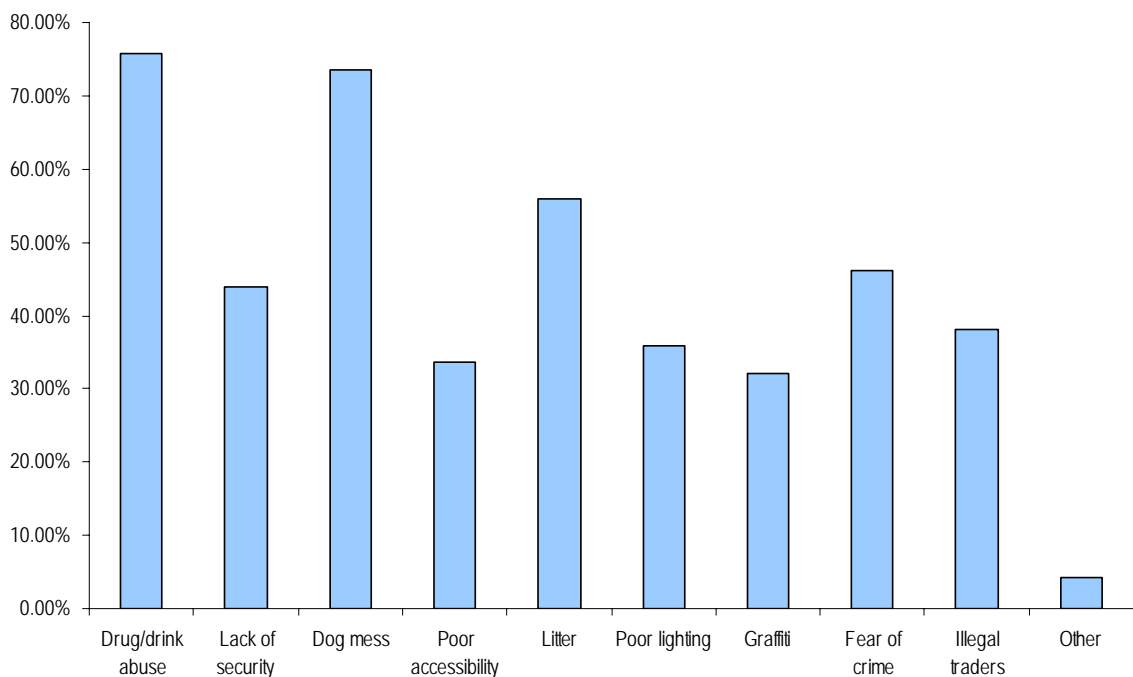
4.3 HAZARDS AND THREATS

The choices above are positive incentives to visit the park. However, research has shown that public activity can be dramatically affected by negative hazards and threats which discourage people from visiting public realm facilities. These can range from litter dropping to severe forms of anti social behaviour. To measure these threats, the survey groups were shown the multiple choice question below listing common hazards and threats that afflict public open space and asked to select those that would stop them visiting the park.

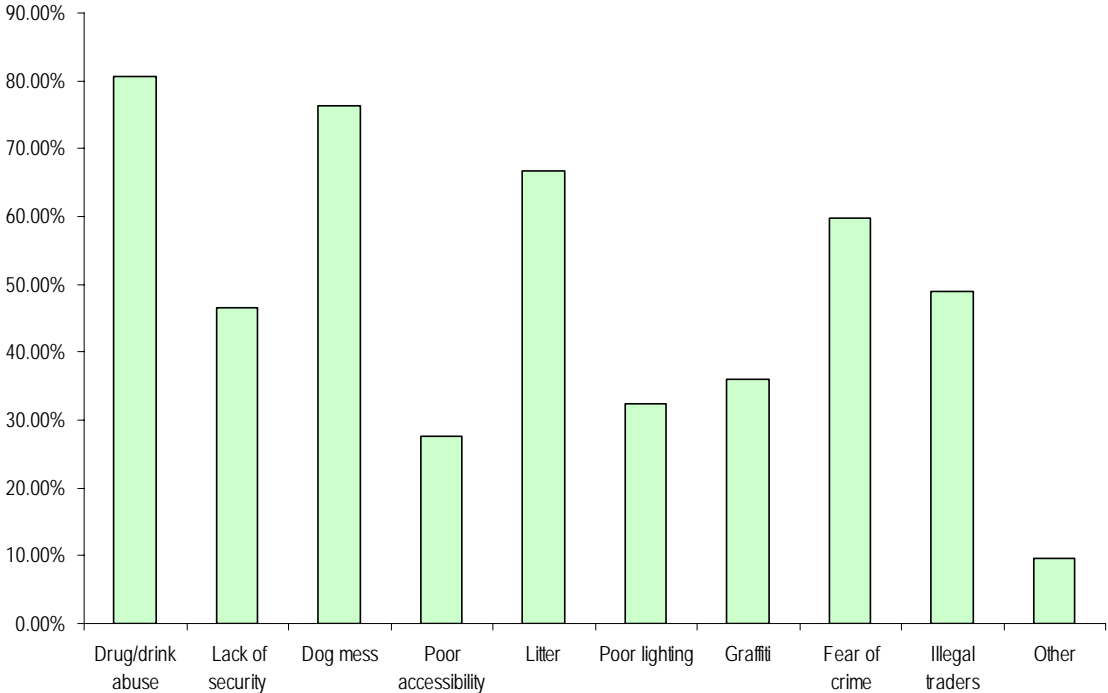
- | | | | |
|------------------|--------------------------|--------------------|--------------------------|
| Drug/drink abuse | <input type="checkbox"/> | Lack of security | <input type="checkbox"/> |
| Dog mess | <input type="checkbox"/> | Poor accessibility | <input type="checkbox"/> |
| Litter | <input type="checkbox"/> | Poor lighting | <input type="checkbox"/> |
| Graffiti | <input type="checkbox"/> | Fear of crime | <input type="checkbox"/> |
| Illegal traders | <input type="checkbox"/> | Other | <input type="checkbox"/> |

The graphs below show the threats and hazards selected by each survey category. These are followed by a consolidated graph that brings all categories into one.

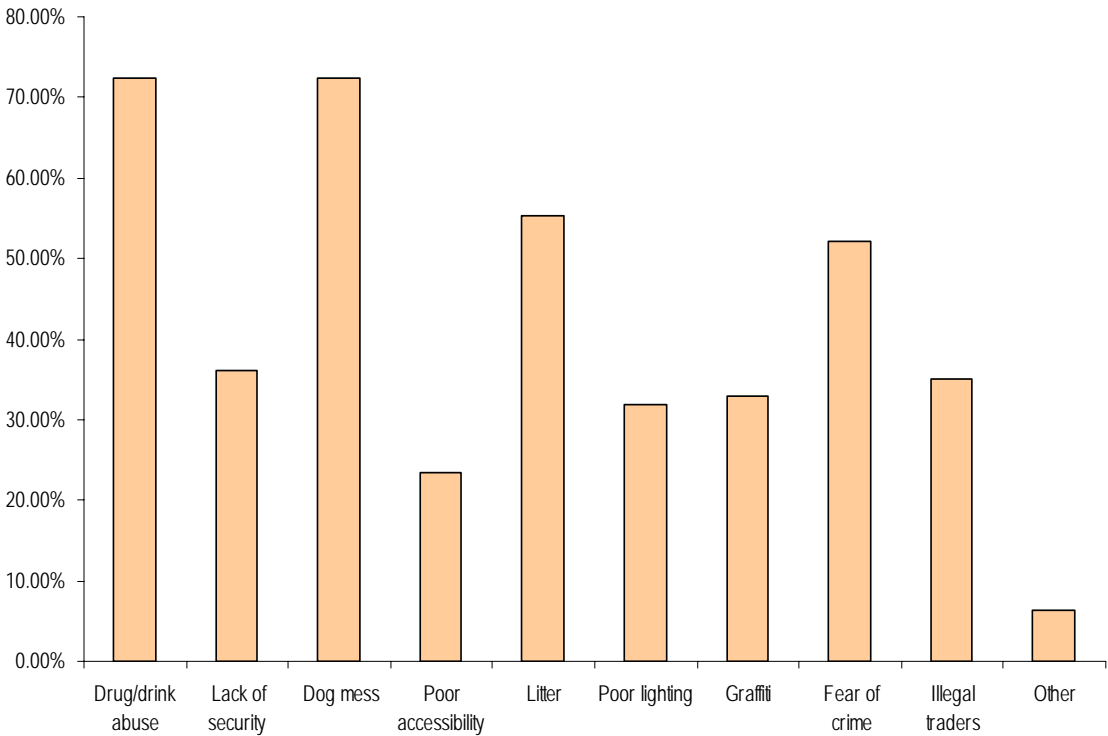
Residents Concerns and Threats (Base 407, Percentage)



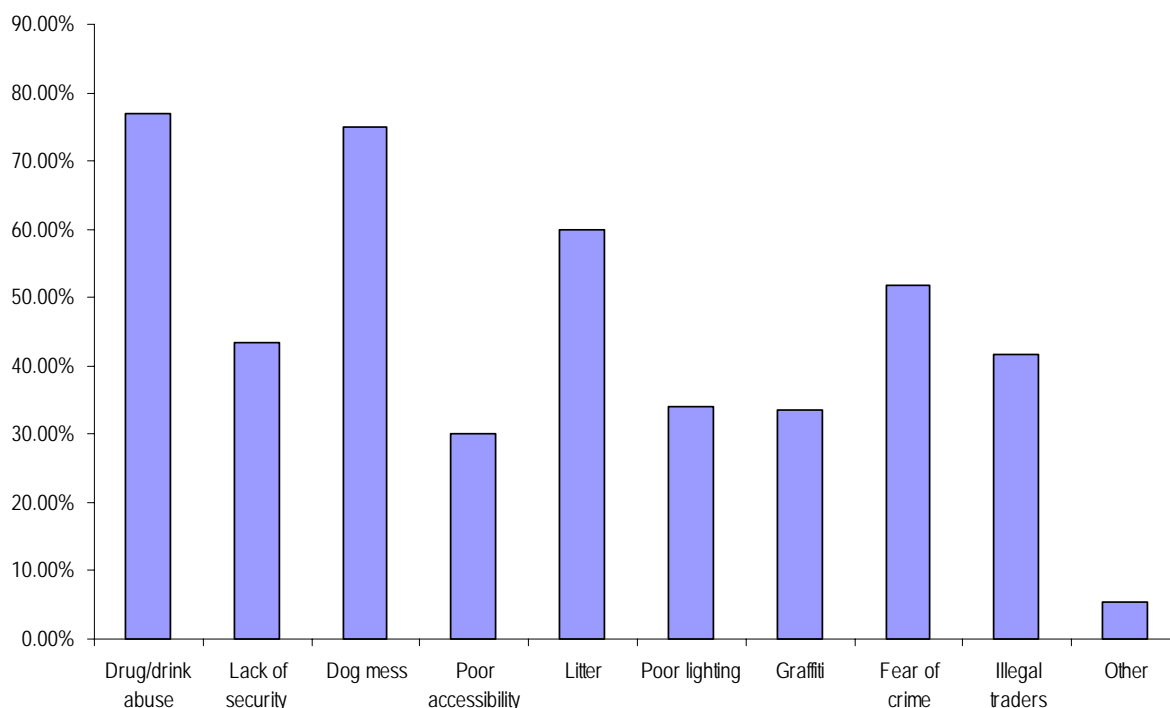
Workers Concerns and Threats (Base 253, Percentage)



Tourists Concerns and Threats (Base 94, Percentage)



Consolidated Concerns and Threats (Base 754, Percentage)



From this we can see that there is surprising unanimity across all three categories when it comes to the types of threats and hazards that would stop them visiting the park. The top threat is “drug/drink abuse” which concerned over 75% of all of those surveyed. This response calls for particular consideration by the park designers in terms of a safe and secure layout that has good sight lines, does not encourage inappropriate loitering and incorporates the principles of “Secure by Design”.

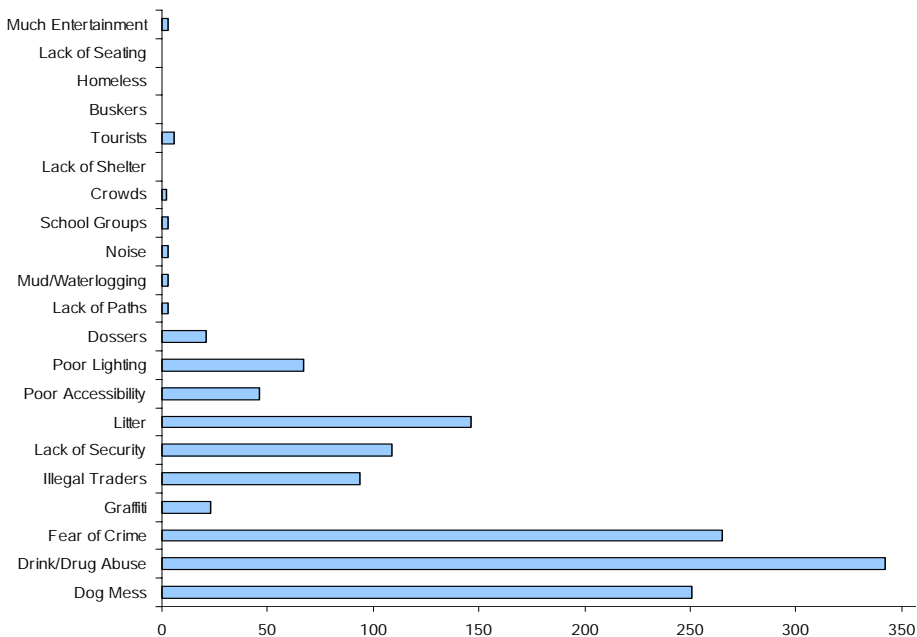
Despite the fact only a small number of respondents used the park for walking their dog(s) (see section 3.6), the next highest perceived threat across all categories is “dog mess” which concerns almost 70% of all survey participants. In terms of design this is particularly important given that an earlier question showed that local residents use the park extensively for their children to walk and play.

The third highest perceived problem was “litter” which was seen as a greater disincentive to use the park than fear of crime. Although at first this may seem strange it is quite a common concern in this type of survey as people equate litter with neglect and decay which in turn is a precursor to crime. The problem of litter will be a key issue for the park designers given the high footfall in the area and the large number of fast food stalls and shops. Again, design together with good security will play a crucial element in overcoming this fear.

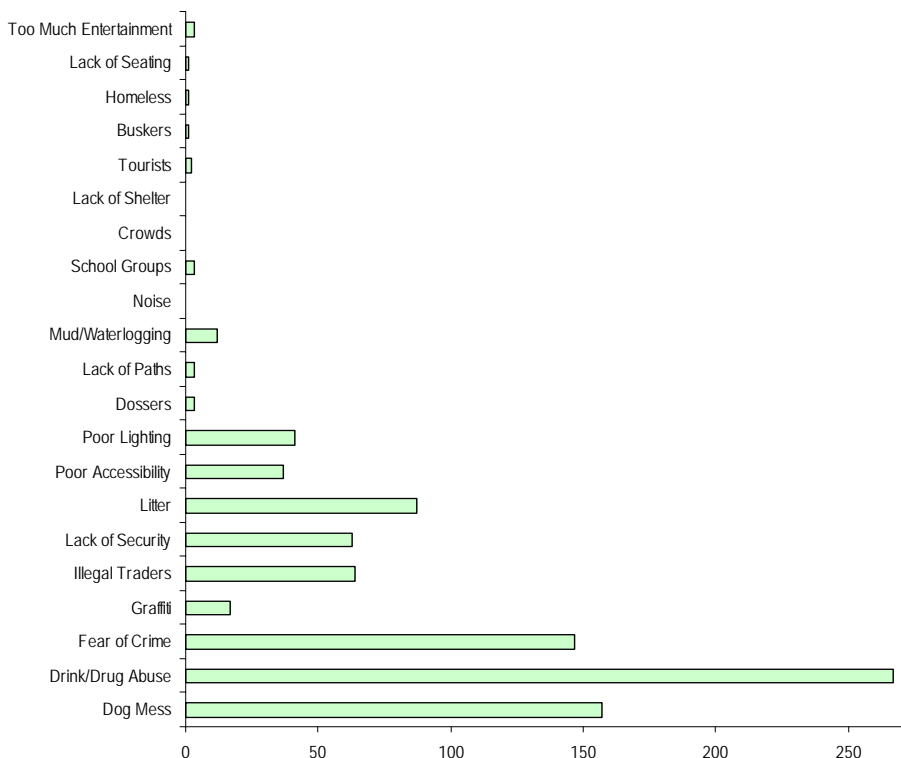
4.4 HAZARDS AND THREATS PRIORITIES

In order to highlight the hazards and threats that would deter people from visiting Jubilee Gardens, we asked those surveyed to place the top three things that would deter them in order of priority. The graphs below show the choices by each survey category. These are followed by a consolidated graph that brings all categories into one.

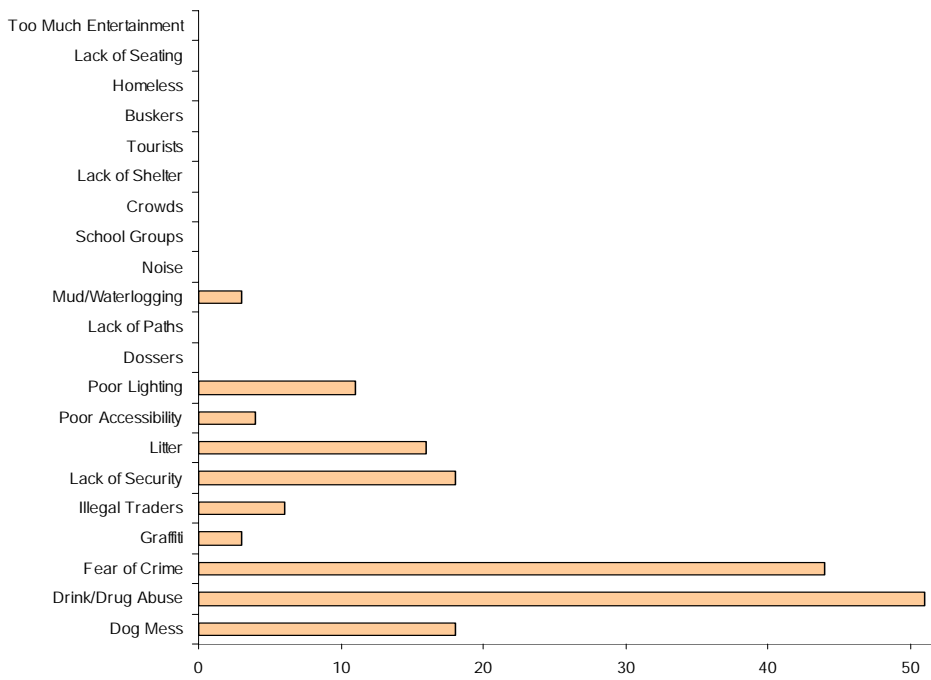
Priority Concerns Identified By Residents



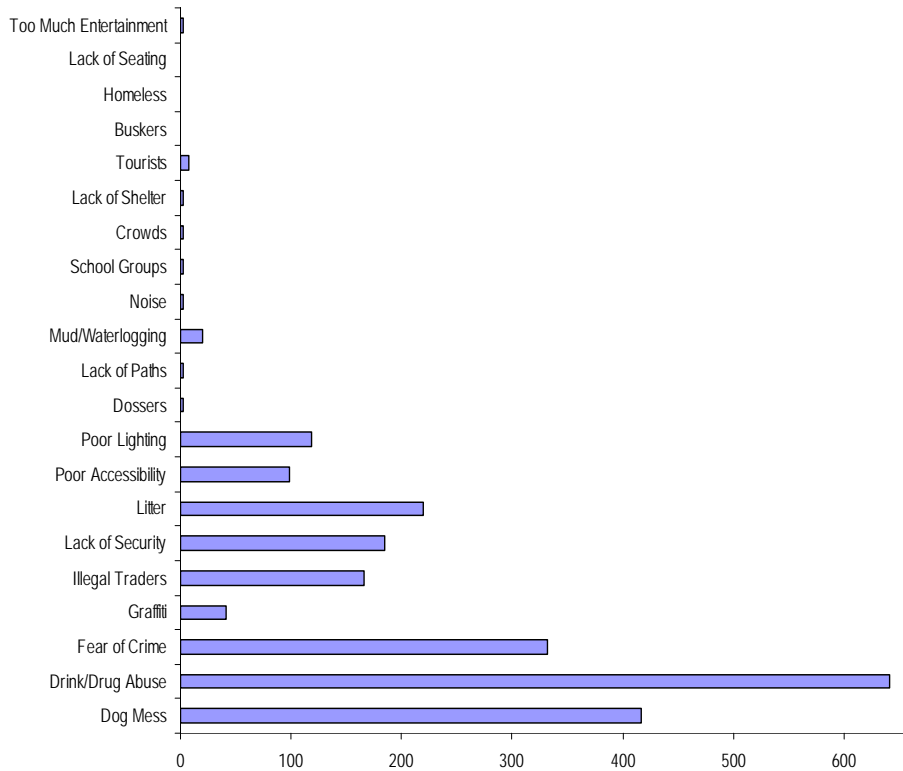
Priority Concerns Identified by Those Working in the Jubilee Gardens Area



Priority Concerns Identified by Tourists Visiting Jubilee Gardens



Consolidated Priority Concerns Identified by Users of Jubilee Gardens



From this we can see that drink and drug abuse is still the predominant disincentive that would stop people visiting the park. However, whilst litter is still a major concern, fear of crime has overtaken it as the second greatest concern. This is not a mixed message from park users, but instead a reflection that crime is perceived as an over arching concern and the logical conclusion of anti social behaviour.

5. VIEWS OF KEY PLAYERS

Because of Jubilee Gardens' strategic location in the centre of the capital city, close to the main cultural centre and its proximity to the London Eye, it can only be expected that a wide range of organisations from national and local government through to private sector organisations and local community groups, would have an interest in the park's future development. This legitimate level of interest has meant that the gardens future development will require a high level of consensus and cooperation before any development can take place.

Whilst it is not the legitimate interest of this report to comment on the required level of cooperation to take the park forward, it is important that we gauge the views and opinions of key players whose organisations have a strategic interest in the future development of the Gardens.

In this section we detail the findings of a series of interviews with the main organisations in a position to affect the future development of the park. Those interviewed are shown in the table below. In addition to their formal job title the majority of those interviewed also sit on one of the formal bodies overseeing the future of Jubilee Gardens.

KEY PLAYERS INTERVIEWED		
NAME	TITLE	ORGANISATION
Ian Tuckett	Director	Coin Street Community Builders
Basil Winham	Director	P&O Developments
David Joy	Planning Director	London & Continental Railways
Don Weighton	Treasurer	Friends of Jubilee Gardens
Caroline Usher	Director of External Relations	Kings College
Ian Caldwell	Director of Estates	Kings College
Ian Temple	Director for Development & Communication	BFI
Colin Cohen	Director of Sales Operations	IBM
Michael Ball	Director	WCDG
Ted Inman	Chief Executive	SBEG
Andrew Eddy	Director London Office	Shell International Ltd
Jess Mace	Director	Waterloo Green Trust
Jonathan Neil	Senior Surveyor	Shell International Ltd
Cllr Peter Truesdale	Leader of Lambeth Council	Lambeth Council
Giles Dolphin	Planning Decisions Manager	GLA
Martin Scholar	Senior Strategic Planner	GLA
Jodie Table-Porter	Head of Regeneration London South Central	GLA
Geoff Mann	Principle Director	Shiryama, RHWL Architects
Mike McCart	Commercial Director	South Bank Centre
Paul Kelly	Head of Project Development	British Airways London Eye
Ian Freshwater	Regeneration Project Officer	Lambeth Council
Jools Barry *	Manager	Waterloo Community Regen Trust
Juliet Bidgood	Senior Enabling Adviser	CABE
Kate Hoey *	Member of Parliament	Local MP
Andy Ganf	Former GOL representative at DCMS	ALG
Ken Green	Head of Projects	HM Customs & Excise
John Fellows	Declined	Network Rail
Jonathan Michael	Declined	Guys & St Thomas's
Joan Moynihan	Executive Director	Old Vic Theatre
Maggie Whitlum	General Manager	National theatre

* Discussions short of interview

In particular these interviews discussed the following key areas:

- The park in its current format
- Future activities and facilities
- Aspirations for the park, and involvement in its future development

Each of these are discussed in more detail below:

5.1 THE PARK IN ITS CURRENT FORMAT

The key players interviewed were asked to give their opinion on the strengths and weaknesses of the park in its current form before any of the proposed improvements. This led to a variety of comments, and the tables below show the main perceived strengths and weaknesses with the frequency with which each one was mentioned.

PERCEIVED STRENGTHS OF JUBILEE GARDENS IN ITS CURRENT FORM	
STRENGTH	SCORE FREQUENCY
Green open space	13
Location	11
Proximity to river	2
Proximity to arts venues	2
Flexibility of the space	1
Low maintenance	1

From the table above we can see that the greatest strength perceived by the key players is more or less the same as that of the other surveyed groups in that the park provides green open space in a location that is otherwise an urban concrete area. The value of the green open space was a constant refrain across all groups and gives a clear indication to future designers that this element is considered extremely important.

PERCEIVED WEAKNESSES OF JUBILEE GARDENS IN ITS CURRENT FORM	
WEAKNESS	SCORE FREQUENCY
No facilities	8
Muddy and boggy in the Winter	7
Not a destination in itself	5
Uninspired	5
Volume of visitors destroy the grass	4

From the table above we can see that in its current format the park's weaknesses are the antithesis of its perceived strengths. Being boggy and muddy in winter undermines the strength of a green open space as it is rendered almost unusable. The park not being a destination in itself but being somewhere you cut through to get somewhere else erodes the strength of location. Overall epithets such as barren, flat and boring were used to describe the park in its current format with nobody arguing for the status quo.

5.2 FUTURE ACTIVITIES AND FACILITIES

Moving on from the strengths and weaknesses the key players were asked to comment on potential future activities and facilities. The table below shows the type of activities and facilities favoured with the frequency with which each one was mentioned.

TYPE OF FUTURE ACTIVITIES AND FACILITIES FAVOURED BY KEY PLAYERS			
ACTIVITY	SCORE	ACTIVITY	SCORE
Café/refreshments	8	Public art	1
Daytime events and entertainment	11	Evening events and entertainments	7
Dog free area	5	Under 5's play area	8
Flower beds	7	Under 13's play area	0
Grassed areas	4	CCTV coverage	4
Trees	5	Lighting	5
Outdoor games (boules, chess)	2	Sports/games facilities	0
Park Warden	6	Toilet facilities	8
Park furniture including seating	11	Picnic area	5
Deckchairs/moveable seating	0	Water feature	5
Wireless Web Access	2		

The choices shown above are choices based on personal preference and should not be treated as statistically valid, but instead are indicative of opinions. However, It is interesting to note that the key players, who will have a decision making role on the park's future design share high ranking preferences with the other surveyed categories in terms of "park furniture and seating" and "daytime events and entertainments"

5.3 ASPIRATIONS FOR FUTURE DEVELOPMENT

Finally we asked key players about their organisation's aspirations for the future of the park. In particular we were interested in knowing the following:

- Their perceptions of threats to the park's future development
- Their organisation's future role in supporting the park

Each of these is discussed in more detail below:

5.3.1 PERCEIVED THREATS TO THE PARK'S FUTURE DEVELOPMENT

In asking questions relating to threats to the park's future development, we were seeking to establish whether there were issues that the designers needed to be aware of that could be included in future design specifications. Overall there were three major issues evolving from this question.

5.3.1.1 Funding

Firstly, There was an overall concern that a lack of funding could be both a short and long-term problem. In the short term the scheme design could be compromised unless sufficient funding was in place to ensure a high quality development. In the longer term there was concern over ongoing maintenance costs. The majority of people interviewed stressed that they were looking for high quality materials to be used throughout in order to reduce long-term maintenance costs.

5.3.1.2 Consensus

Secondly, there is a clear recognition that the number of parties involved with a legitimate interest in the park, will call for compromise and consensus. Overall those interviewed were pleased that considerable strides had been made to reach consensus, but there was a recognition that this will need to continue. In particular the issues of existing covenants and future management structure were mentioned on a number of occasions. Whilst technically this is not a design issue, the designers will have to take into account the number of organisations that will require an input into the final design choice.

5.3.1.3 Timescale

Thirdly, a number of those interviewed feared that the issues of funding and the inability to reach a consensus could lead to inertia whereby the status quo prevails and the park development does not move forward. Overall there was concern that discussion and debate have extended the timescale over a long period and that unless something happens relatively soon then momentum could be lost which in turn could threaten the long-term development of a world-class park.

5.3.2 FUTURE ROLE IN SUPPORTING THE PARK

The majority of the key players interviewed already play a role in supporting the development of the park and, in most cases, this activity has been ongoing for a number of years. However, to establish a level of future commitment we asked those interviewed what their individual and/or organisational support was likely to be in the future.

To quantify the types of support offered we established four levels of potential support:

- Support:** where the organisation was willing to offer an unspecified but general ongoing commitment to support the development of the park.

- ii. **Development Support:** where the organisation was willing to sit on committees and sub groups that were overseeing the redevelopment of the park.
- iii. **Management Support:** where the organisation expressed a willingness to sit on any future management structure for the park such as a Trust.
- iv. **Funding Support:** where the organisation may consider future funding support. However, at this stage this should not be construed as a contractual commitment but merely an expression of potential.

The table below shows the potential levels of future support for the park from key organisations.

POTENTIAL LEVELS OF SUPPORT FROM KEY ORGANISATIONS				
ORGANISATION	SUPPORT	DEVELOPMENT SUPPORT	MANAGEMENT SUPPORT	FUNDING SUPPORT
Coin Street Community Builders	✓	✓	✓	
P&O Developments	✓			
London & Continental Railways	✓			
Friends of Jubilee Gardens	✓	✓	✓	
Kings College	✓			
BFI	✓			
IBM	✓			
WCDG	✓	✓	✓	
SBEG	✓	✓	✓	
Shell International Ltd	✓	✓	✓	✓
Waterloo Green Trust	✓	✓	✓	
Lambeth Council	✓	✓	✓	✓
GLA	✓	✓	✓	✓
Shiryama, RHWL Architects	✓			
South Bank Centre	✓	✓	✓	
British Airways London Eye	✓	✓	✓	✓
Waterloo Comm Regen Trust	✓			
CABE	✓	✓		
GOL	✓			
National Theatre	✓			
HM Customs & Excise	✓			
Old Vic Theatre	✓	✓		

The responses in the table above show that the redevelopment of Jubilee Gardens has strong support across all the key organisations interviewed. Further development and management support is shown strongly from community organisations (because of their local remit) and from private sector companies with a direct development relationship with the gardens. Understandably, at this stage, the level of funding support is limited to statutory bodies or those private sector organisations with a direct commercial link to the development of the gardens.

Overall the level and extent of support points to a strong desire not only to see the gardens redeveloped, but more importantly to be actively involved in the redevelopment process.

6. CONCLUSIONS

This research survey is part of an ongoing process aimed at developing Jubilee Gardens into a world class park that will meet the needs of local residents, workers and visitors/tourists. The information provided by this research will now be taken forward in two ways:

Firstly, those involved in the park design competition will be provided with copies of the research and briefed by CSC on the findings. This will allow the research to be factored into their future design proposals.

Secondly, this research information in conjunction with the design competition output, will be the subject of further consultation that will allow local residents, workers and visitors/tourists to continue to have an input into the park's future.

Because of this ongoing process we have deliberately avoided making recommendations from this research, instead we believe the research is both robust and transparent enough to provide considerable assistance in the park's future development.

