

PRIORY PARK

Management and Maintenance Plan



Adopted by
Reigate and Banstead Borough Council
January 2009
Revised and Updated November 2010

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**PRIORY PARK
MANAGEMENT AND
MAINTENANCE PLAN**

**Prepared for Reigate and Banstead
Borough Council**

By

Land Use Consultants

Adopted by RBBC

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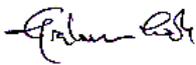
Figure 10.2 Priory Park after restoration

REIGATE AND BANSTEAD BOROUGH COUNCIL STATEMENT

The Council Formally adopts this management plan and agrees to uphold the standards of maintenance and management indicated within it.

The Council commits to providing the requisite additional funds for ten years after the completion of the scheme.

Approved by Executive on 29th September 2005 and ratified by Full Council on 13th October 2005



Graham Cook. Director of Services to the Community

ACKNOWLEDGMENTS

This Management and Maintenance Plan was prepared by Land Use Consultants in close consultation with representatives of Reigate and Banstead Borough Council. In particular Robin Davis (Parks and Countryside Manager), Nina Porter (Project Manager – Regeneration), Peter Jones (Priory Park Officer) and Katharine Eberhart (Accountant) for all their time and input.

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Amendments Month/Year	Version No	Details	Amended By	Date Issued
May 2008	Draft	Amendments to update unit rates and to reflect comments by HLF & Friends	MP of LUC	
Dec 2008	Final Draft	Amendments to doc to reflect comments from HLF	MP of LUC	
Jan 2009	Adopted Plan	Amendments to reflect additional post of PPIO and comments from HLF	PJJ	01/01/09
November 2010	Review/Update	Review plan and make necessary amendments to place management and maintenance elements before the background	PJJ	01/01/10

I. INTRODUCTION

BACKGROUND

- I.1. Priory Park is a Public Park of 58 hectares registered Grade II on the English Heritage Register of Parks and Gardens of Special Historic Interest. The park contains the Grade I listed Priory building, which is also a Scheduled Ancient Monument, which is occupied by Reigate Priory Junior School. The park lies immediately to the south of Reigate town centre in Surrey (Figure I.1).

PURPOSE OF THE PLAN

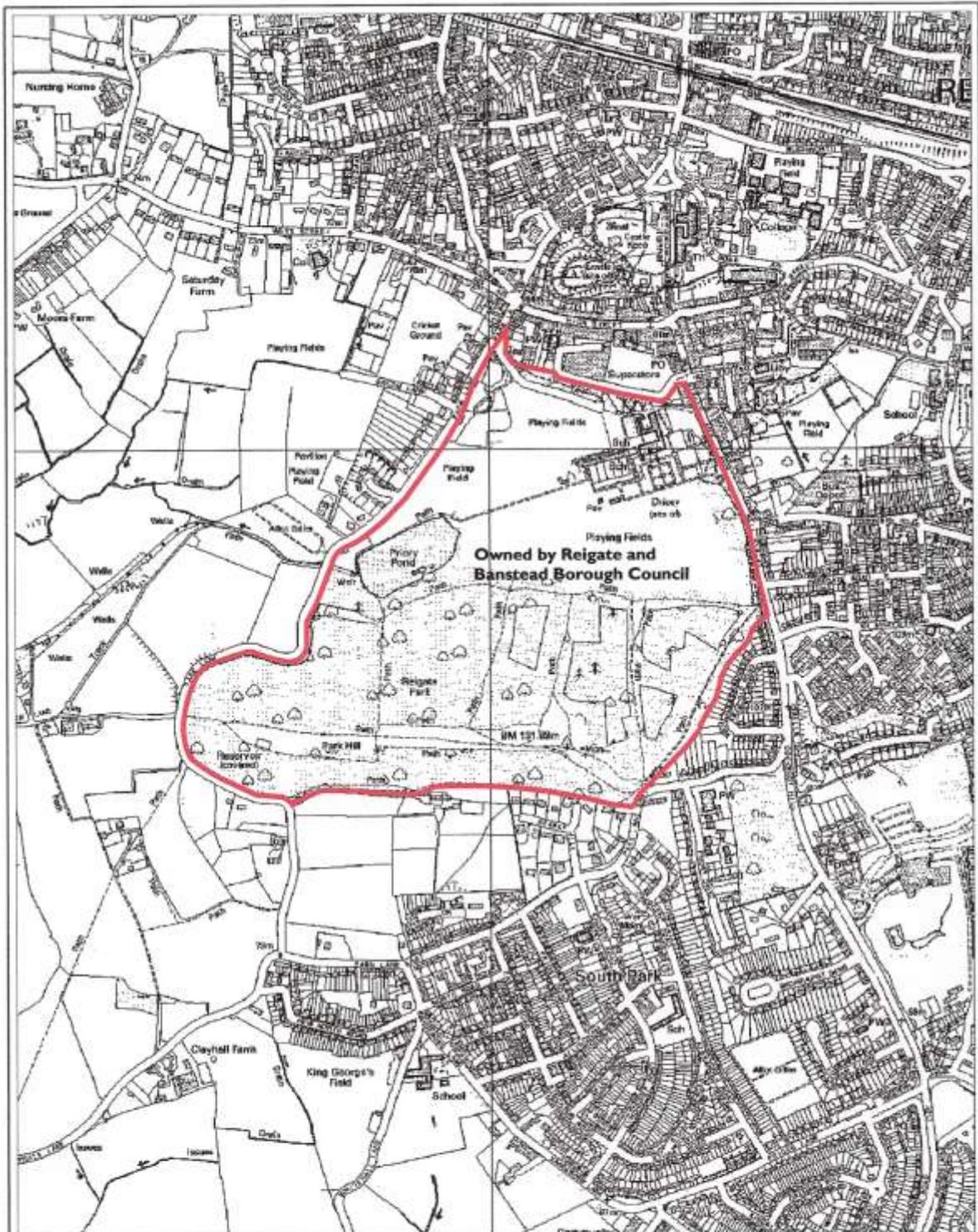
- I.2. Reigate and Banstead Borough Council (RBBC) and Land Use Consultants (LUC) prepared this 10-year Management Plan in compliance with stage III of the Heritage Lottery Fund award under the Public Park Initiative. The Plan draws upon previous reports including:
- Couch, S (August 2000) Priory Park Historic Landscape Survey and Management Plan.
 - Surrey Wildlife Trust (October 2004) Draft Management Plan report for Priory Park.
 - Environmental Stewardship Scheme Agreement for Priory Park (2001).
 - Parks and Open Space Policy (2004-2007).
 - Stage I and Stage II Heritage Lottery Fund Application submitted by RBBC.
 - Ken Burlton Consultancy (2005) Priory Park Marketing Plan
 - Ken Burlton Consultancy (2005) Priory Park Audience Development Plan
 - Ken Burlton Consultancy (2005) Priory Park Interpretation and Education Plan
 - Colin Buchanan (2005) Priory Park Travel and Access Plan
 - The Access Company (2005) Priory Park Access Plan
 - Oxford Archaeology (August 2005) Priory Park Desk based assessment, geophysical survey and evaluation
- I.3. As well as following the HLF Public Park Initiative 10 year Management and Maintenance guidelines (2003), the format and content of this Management Plan also follows guidance provided in 'Raising the Standard' – The Green Flag Award Guidance Manual (updated 2004).
- I.4. The purpose of the Management Plan is to:
- Support the application to the Green Flag Award scheme.

- Develop and cost the way in which Priory Park is managed and maintained, to ensure an enjoyable experience for present and future users;
- Identify and address who is responsible for certain aspects of management;
- Identify, discuss and resolve issues relating to park infrastructure, park users and available resources;
- Provide a benchmark against which delivery and performance of the identified objectives can be measured.

I.5. This Management and Maintenance Plan has been written to cover the whole park for a 10-year period. (2009 to 2019). It is a 'working document' that brings together all the information relating to Priory Park for use by all those involved in its management. It will be updated, revised, periodically reviewed and formally rewritten in the 5th (2014) and 10th (2019) year after completion of the restoration works.

STRUCTURE OF THE PLAN

- I.6. Firstly, the Plan sets out details of management objectives required to respond to the issues faced by the park. How these objectives are to be achieved to safeguard the future of the restored landscape is addressed by the management strategy and maintenance programme.
- I.7. The management structure shows who is responsible for different aspects of the park's management and maintenance. The financial plan then demonstrates that Reigate and Banstead Borough Council will be investing the resources required to achieve the long-term vision for the park.
- I.8. This is followed by the historic context and significance of the park, gives relevant background information and reviews present policy and strategic context.
- I.9. A summary is then given of the restoration works, highlighting the overall design vision and ongoing maintenance objectives.
- I.10. Appendices provide background information and give sources of information useful for the informed, efficient and responsive management of the park.



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Figure 1.1
Location and Ownership

2. MANAGEMENT VISION, AIMS AND OBJECTIVES

THE MANAGEMENT VISION

- 2.1. With a coordinated management structure there also needs to be a management vision to help guide both the strategic development of the park its day-to-day management.
- 2.2. The overall management vision adopted by RBBC and SCC during the preparation of the Stage I HLF Bid is to be retained. The vision is:

“to achieve a balance of conserving and restoring the features, spirit and the coherence of the mature 18th century park; while enhancing its wildlife value, bringing new life to the Victorian/Edwardian gardens and other historic features and integrating high quality public recreational facilities and the function of the School and the Museum within the Priory and its landscape setting”.

AIMS

- 2.3. Identified aims for the park are to:
 1. **Positively welcome people** into the park, in terms of both physical and social access.
 2. Ensure a **healthy, safe and secure** experience for park users.
 3. Provide a **well-maintained and clean** park- maintaining the landscape, buildings and infrastructure of the park to consistently high standards.
 4. Improve the **environmental quality** and **sustainability** of practices carried out in the park.
 5. Maintain the **restored historic landscape character** and increase awareness and understanding of the Park’s heritage.
 6. Provide opportunities to increase **community use and involvement**, particularly through events, education, interpretation and building partnerships.
 7. Develop the park as a civic amenity, a source of pride, which realises the full potential of its historic and natural attributes and ensure **effective promotion** of the park as a community resource.
 8. Ensure all those involved (including the local community) in the management and maintenance of Priory Park **effectively use the Management Plan** as a working document.
- 2.4. It should be noted that each aim and its associated objectives do not exist independently from the others and have been organised in this way for ease of use.

MANAGEMENT OBJECTIVES

- 2.5. This programme will be carried out to satisfy the vision for Priory Park and meet the management aims identified above. It identifies the management objectives, how they will be achieved and who is responsible for achieving them. Where appropriate a timescale is given. The programme will be reviewed annually, and targets monitored to ensure timescales have been achieved.

I. A WELCOMING PLACE				
Aim: Positively welcome people into the park in terms of both physical and social access.				
	Objective	Implementation/Task	Timescale/frequency	Responsibility
I.1	Maintain and improve interpretative and directional signage ensuring clear information is available and easily interpreted, paying particular attention to the key 'gateways' (with contact details, byelaws).	Keep clear of graffiti, update information when necessary and ensure consistency in design. Repair damage, wear and tear.	As required Review information panels on a quarterly basis	Park Officer
I.2	Maintain entrances to ensure they are visually clear and promote a sense of arrival.	Carry out vegetation management in accordance with the maintenance schedule.	As required	Park Officer
I.3	Maintain visibility into and across the park where appropriate /at specific points.	Carry out vegetation management in accordance with the maintenance schedule.	As required	Park Officer
I.4	Promote links to other green spaces in the area and consider the way in which people travel to the park.	In line with Council Policy – add detail in promotional leaflets.	2008	Park Officer

I. A WELCOMING PLACE

Aim: Positively welcome people into the park in terms of both physical and social access.

	Objective	Implementation/Task	Timescale/frequency	Responsibility
I.5	Ensure that the park and pavilion continues to be accessible to all.	Support visitors with disabilities who are reliant on public transport.	2008	Park Officer
		Develop a promotional leaflet which details access, facilities and methods of travel to the park.	2008 <i>Promotional leaflet produced and available for distribution in 2008. Second print run of 5000 leaflets in 2009. Available in Pavilion Council Offices and Help Shops008</i>	Park Officer
		Ensure staff undertake awareness training to ensure universal access is an everyday consideration		Park Officer
I.6	Remove barriers which may deter some users from visiting the park, aiming to meet the following targets: Improvement in satisfaction levels to achieve Green Flag level over 3 years	Work with the Youth Forum the Police and other agencies to develop an anti social behaviour plan	2008	Park Officer
		Prepare comprehensive operational plan for park to ensure high standards of management	2008	Park Officer

I. A WELCOMING PLACE

Aim: Positively welcome people into the park in terms of both physical and social access.

	Objective	Implementation/Task	Timescale/frequency	Responsibility
		Implement Transport Plan proposals relating to car parking	2008	Park Officer
		Review performance and take appropriate remedial action	2009	Park Officer
I.7	Work effectively with access related partners	Arrange an annual review of the park with relevant partners	2008	Park Officer

2. HEALTHY, SAFE AND SECURE				
Aim: To ensure a healthy, safe and secure experience for park users.				
	Objective	Implementation/Task	Timescale/frequency	Responsibility
2.1	Ensure play facilities and equipment is safe to use.	Playground inspection	Daily visual Weekly recorded Annual independent inspection	Park Officer /maintenance staff /contracted inspectors
2.2	Ensure all plant equipment and maintenance machinery is safe.	Regular servicing of equipment Checks on machinery Appropriate staff training	Minimum annually Daily As required	Maintenance staff
2.3	Ensure health and safety policies and risk assessments are in place, in practice and reviewed.	Carry out health and safety risk assessments of all buildings, paths, benches, infrastructure and soft landscape areas. Carry out tree safety inspections and keep an up to date record.	Annually Annually	Park Officer Woodland and Open Spaces Officer
2.4	Have procedures in place for events such as emergencies, fire procedures and first aid.	Ensure qualified first aider is on site and that the person is known to be so.	At all times	Park Officer

2. HEALTHY, SAFE AND SECURE				
Aim: To ensure a healthy, safe and secure experience for park users.				
	Objective	Implementation/Task	Timescale/frequency	Responsibility
2.5	Encourage responsible dog ownership and good practice in the park.	<p>Enforcement of byelaws.</p> <p>Enforcement of The Fouling of Land Dogs Order (2007).</p> <p>Educate dog owners through interpretation by posting of byelaws and other guidance in main information boards.</p>	<p>At all times</p> <p>At all times</p>	<p>Park Officer / gardeners / maintenance staff</p> <p>Park Officer/ Interpretation Officer</p>
2.6	Increase the sense of safety and security in the park.	Ensure the Grounds Maintenance staff are provided with training in public liaison, first aid, and career development. Make sure they have a recognised uniform and sign written vehicles.	At all times	Park Officer / gardeners / maintenance staff
2.7	Liaise with local police to address crime issues and problems at the local level.	Council community wardens to work closely with police and Park Officer.	<p>As required</p> <p><i>Ongoing dialogue between Parks Staff Community Wardens and Local Beat Officer and PCSO</i></p>	Council community wardens

2. HEALTHY, SAFE AND SECURE

Aim: To ensure a healthy, safe and secure experience for park users.

	Objective	Implementation/Task	Timescale/frequency	Responsibility
2.8	Promote the role that Priory Park plays in improving the quality of life of local residents (e.g. health/contact with nature).	Develop through Park Friends Group activities, walking and cycling routes and Conservation Tasks.	Refer to tasks detailed under I. A Welcoming Place above	
2.9	Create sense of local ownership by involving the local community in management.	Through Park Friends Group and schools activities.	Refer to tasks detailed under I. A Welcoming Place above	

3. WELL MAINTAINED AND CLEAN				
Aim: To provide a well maintained and clean park.				
	Objective	Implementation/Task	Timescale/frequency	Responsibility
3.1	Ensure that the park is kept clean and litter free.	Target response times, incorporate recycling, and adhere to specification for emptying bins.	Daily	Park Officer / gardeners / maintenance staff
3.2	Have procedures in place to deal with vandalism and graffiti.	Respond to acts of vandalism/graffiti.	Within 48 hours or immediately if offensive. <i>Graffiti dealt with by Neighbourhood Services Graffiti Buster Team in accordance with the Councils standard i.e. within 48 hours or immediately if offensive. Vandalism dealt with as soon as is practicable</i>	Park Officer
3.3	Grounds maintenance to be delivered to the highest standard throughout the park with consideration to specialised items of grounds maintenance.	Carry out all maintenance in accordance with the maintenance schedule. Carry out regular inspections to ensure work is of a high standard Ensure that all staff working at Priory Park are aware of the content of the management and maintenance plan.	As required by the schedule 2008 and ongoing as part of new staff induction process	Park Officer Park Officer Parks and Countryside Manager

3. WELL MAINTAINED AND CLEAN				
Aim: To provide a well maintained and clean park.				
	Objective	Implementation/Task	Timescale/frequency	Responsibility
3.4	Ensure buildings are maintained to a high standard.	Carry out all maintenance in accordance with the maintenance schedule	As required by the schedule	Park Officer
3.5	Ensure the Grounds Maintenance staff are provided with training and career development in horticulture and landscape management.	Staff appraisal. Training development plan.	Annually Annually	Parks and Countryside Manager
3.6	Foster a sense of community ownership thereby increasing respect and care of the park.	Involve the Park Friends Group in 'on the ground projects'.	Refer to tasks detailed under I. A Welcoming Place above	
3.7	Maintain consistency in site furniture design.	Ensure all replacements match existing (refer to supplier lists – to be provided at Stage III).	2008	RBBC
3.8	Actively manage the lake	Carry out water quality checks. Carry out bank side maintenance.	Annually Annually	Park Officer Park Officer
3.9	Strive to attain and maintain a Green Flag Award for quality.	Complete Green Flag application.	2009 <i>Green Flag achieved for 2009/2010 and 2010/2011</i>	Parks and Countryside Manager / Park

3. WELL MAINTAINED AND CLEAN

Aim: To provide a well maintained and clean park.

	Objective	Implementation/Task	Timescale/frequency	Responsibility
			<i>Application for 2011/2012 Green Flag submitted</i>	Officer

4. SUSTAINABILITY				
Aim: To improve the environmental quality and sustainability of practices carried out in the park.				
	Objective	Implementation/Task	Timescale/frequency	Responsibility
4.1	Minimise use of pesticides.	Develop RBBC statement.	2008	Parks and Countryside Manager
4.2	Encourage waste recycling.	Provide green waste recycling / capability within the depot area facilities and ensure staff are aware of policy.	2008 <i>Green waste recycling facility installed in depot in 2009</i>	Park Officer
		Include recycling requirement within operating specification for pavilion.	2008	Estates Manager
4.3	Promote wildlife protection, biodiversity management and environmental education/ awareness in line with Biodiversity Action Plans.	Follow Annual Action Plan set out in this Management Plan and the SWT document.	2008	Park Officer
4.4	Employ and develop management and maintenance practices to promote biodiversity.	Carry out operations as set out in the maintenance schedule e.g. the meadow areas.	2009	Park Officer

4. SUSTAINABILITY				
Aim: To improve the environmental quality and sustainability of practices carried out in the park.				
	Objective	Implementation/Task	Timescale/frequency	Responsibility
		Develop programme of active management for the woodlands using the Surrey Wildlife Trust Report as guidance.	2008	Park Officer
		Engage Friends Group/educational users in conservation management activities e.g. Provide boxes for birds and bats in appropriate locations.	2008	Park Officer
4.5	Ensure sustainability in management.	Recycle all waste paper/other waste products.	2008	Parks and Countryside Manager
4.6	Keep pollution to a minimum and be energy and water efficient.	Prepare RBBC Statement.	2008	Parks and Countryside Manager
4.7	Ensure staff are trained to understand environmental issues, principles of sustainability and management practices to increase biodiversity.	Provide staff training specific to the requirements of Priory Park through the internal appraisal process.	2008	Parks and Countryside Manager

5. CONSERVATION AND HERITAGE				
Aim: To maintain the restored historic landscape character and increase awareness and understanding of the parks heritage.				
	Objective	Implementation/Task	Timescale/frequency	Responsibility
5.1	Ensure appropriate management of natural features, wildlife and flora, landscape features and building and structural features.	<p>Ensure all maintenance is carried out according to the maintenance schedule.</p> <p>Consider extending areas to be managed as meadow grass.</p> <p>Train Park Manager/maintenance staff in specialist historic planting/gardening skills.</p>	<p>As required by the schedule</p> <p>2009</p> <p>2009</p>	<p>Park Officer</p> <p>Park Officer</p> <p>Parks and Countryside Manager</p>
5.2	Maintain important views from the site and inform the public of their historic significance.	<p>Vegetation management in accordance with the maintenance schedule and the Surrey Wildlife Trust report.</p> <p>Conserve views from the Sunken Garden across the park.</p> <p>Information provision on views.</p>	<p>As required by the schedule</p> <p>Refer to tasks detailed under I. A Welcoming Place above</p>	Park Officer

5. CONSERVATION AND HERITAGE				
Aim: To maintain the restored historic landscape character and increase awareness and understanding of the parks heritage.				
	Objective	Implementation/Task	Timescale/frequency	Responsibility
5.3	Raise awareness of all aspects of the heritage value of the park.	Develop information panels and other methods of interpreting the heritage value of the park.	Refer to tasks detailed under I. A Welcoming Place above <i>Information and interpretation of heritage available through info boards in pavilion and help shops</i>	Park Officer/ Interpretation Officer
5.4	Protect the fabric and historical integrity of the park.	Carry out maintenance in accordance with the maintenance schedule and the character area management objectives.	As required by the schedule	Park Officer
5.5	Ensure that all park visitors gain a general awareness of the park's built, landscape and natural heritage with the target of raising the level of awareness and value placed by users on heritage.	Implement proposals for display and in situ interpretation (see detailed proposals in Appendices 2 to 4 of the Interpretation and Education Plan).	2008 <i>Display in welcome area of building detailing history of site and restoration work.</i>	Park Officer
		Ensure that Marketing Plan gives prominence to heritage issues	2008	Park Officer
		High priority given to heritage in 're-launch' of the park	2008 <i>Achieved</i>	Park Officer

5. CONSERVATION AND HERITAGE

Aim: To maintain the restored historic landscape character and increase awareness and understanding of the parks heritage.

	Objective	Implementation/Task	Timescale/frequency	Responsibility
5.6	<p>Create opportunities for further exploration for visitors who want a more extensive knowledge and understanding of the park's heritage. The following targets will be met: Guides/leaflets distributed <u>Year 1</u> – 5,000 <u>Year 2</u> – 6,000 <u>Year 3</u> – 7,000</p>	<p>Prepare and publish Landscape Heritage Trail Guide Nature Trail Guide Children's Discovery Guide</p>	<p>2008 Tree walk leaflet Circular walk leaflet Treasure hunt Wildlife leaflet LeafHunt Bug Hunt</p>	Park Officer
		<p>Begin developing website as an interpretation resource</p>	<p>2008 <i>Site specific pages developed on council's web site to signpost details of history, restoration plans and site events.</i></p>	Park Officer
		<p>Assess value of producing more sophisticated publications</p>	<p>2009 <i>Initial publications reviewed and new artwork commissioned and used for publications and leaflets</i></p>	Park Officer/ Interpretation Officer
		<p>Launch and monitor web pages with heritage content</p>	<p>2009</p>	Park Officer/ Interpretation Officer

5. CONSERVATION AND HERITAGE				
Aim: To maintain the restored historic landscape character and increase awareness and understanding of the parks heritage.				
	Objective	Implementation/Task	Timescale/frequency	Responsibility
		Begin to implement a further publications programme if required	2010 <i>Additional leaflets produced i.e. Archaeology of the Priory Park Circular Walk</i>	Park Officer/ Interpretation Officer
		Review and update and improve website	2010 Web reviewed quarterly and improvements carried out	Park Officer/ Interpretation Officer
5.7	Develop a programme of activities and events that will allow adults and children to become directly involved in heritage related initiatives. The targets for years 1-3 will be: <u>Year 1</u> – 4 events <u>Year 2</u> – 7 events <u>Year 3</u> – 10 events	Further research among users and heritage organisations to establish activity priorities Develop two guided walks which can be repeated as a standard part of the park programme. Introduce one activity day - children's activities, archaeology, nature conservation work etc.	2008 2009 2009	RBBC Park Officer/ Interpretation Officer Park Officer / Interpretation Officer

5. CONSERVATION AND HERITAGE

Aim: To maintain the restored historic landscape character and increase awareness and understanding of the parks heritage.

	Objective	Implementation/Task	Timescale/frequency	Responsibility
		Arrange one talk	2009	Park Officer / Interpretation Officer
		Introduce feedback mechanism for users to link into programme reviews	2009 Park survey undertaken	Park Officer / Interpretation Officer
		Add one walk, one talk and one activity [minimum]	2010 Surrey Archeology talk on findings during restoration. Ros Black talk on the life and achievements of Lady Henry Somerset Circular Walk created and launched	Park Officer/ Interpretation Officer
		Review programme and plan for Year 3	2010 Actioned	Park Officer / Interpretation Officer
		Add one walk, one talk and one activity [minimum]	2011	Park Officer / Interpretation Officer

	Review programme	2011	Park Officer/ Interpretation Officer
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5. CONSERVATION AND HERITAGE				
Aim: To maintain the restored historic landscape character and increase awareness and understanding of the parks heritage.				
	Objective	Implementation/Task	Timescale/frequency	Responsibility
5.8	Work effectively with heritage related partners and organisations to implement the Interpretation Plan	Liaise with partner groups and volunteers to assess the potential for partner and volunteer assistance on programme development – SWT, Reigate Society, Museum, RACV, Reigate Priory School, Friends etc.	2008	Park Officer/ Interpretation Officer
		Complete service agreements with partners where required	2009	Parks and Countryside Officer
5.9	Develop an audience for heritage related activities and events with the target being to increase in rating of heritage value by users	Ensure that park heritage has a high profile in marketing awareness activities and the re-launch of the park	2008	Park Officer
		Use the website to build public knowledge of park heritage	2008	Park Officer
		Discuss with museum/ school the possibility of access to the Priory for organised tours	2008	Park Officer
		Reach mutual promotion agreements with other catchment heritage sites	2009	Park Officer/ Interpretation Officer

5. CONSERVATION AND HERITAGE

Aim: To maintain the restored historic landscape character and increase awareness and understanding of the parks heritage.

	Objective	Implementation/Task	Timescale/frequency	Responsibility
	Work with Surrey County Council to support ongoing maintenance of the Priory building	Introduce a package of heritage related activities [see Interpretation and Education Plan] such as guided tours	2009	Park Officer/ Interpretation Officer
		Promote Priory Park as a heritage destination through marketing materials and the Council's website	2009	Park Officer/ Interpretation Officer
		Organise a major heritage related event	2010	Park Officer/ Interpretation Officer
		Review impact on heritage audience and develop further forward plan	2011	Park Officer/ Interpretation Officer
		Undertake review of progress against agreed maintenance plan via Joint Member Steering Group	Annual	Park Officer/ Interpretation Officer Parks and Countryside Manager

6. COMMUNITY INVOLVEMENT

Aim: Provide opportunities to increase community use and involvement, particularly through events, education and interpretation.

	Objective	Implementation/Task	Timescale/frequency	Responsibility
6.1	Assess the number and profile of users, the pattern of use and users perception of safety and enjoyment following the restoration of the park.	Undertake park user survey and use this information to guide and support management objectives.	Annually	Parks and Countryside Manager
6.2	<p>Increase the overall levels of usage of Priory Park with target levels being: <u>(current estimated use 190,000)</u></p> <p><u>Year 1</u> - 205,000 users <u>Year 2</u> - 212,000 users <u>Year 3</u> - 215,000 users</p>	<p>Major awareness campaign to ensure that users and prospective users are aware of the improvements to the park and new facilities</p> <p>Continuing marketing programme to promote park usage</p> <p>Introduce a monitoring programme to track changes in audience levels and audience profile</p>	<p>2008 Actioned</p> <p>2009 Actioned via web site and newsletters</p> <p>2009 Assessment of audience levels via surveys and observations on site coupled with feed back from Café Operator</p>	<p>Park Officer</p> <p>Park Officer/ Interpretation Officer</p> <p>Park Officer/ Interpretation Officer</p>

6. COMMUNITY INVOLVEMENT

Aim: Provide opportunities to increase community use and involvement, particularly through events, education and interpretation.

	Objective	Implementation/Task	Timescale/frequency	Responsibility
		Review impact of audience development initiatives and prepare further forward plan	2011	Park Officer/ Interpretation Officer
6.3	Increase the number of new users visiting the park	Leaflet distribution in Reigate High Street and other main town centres directed at new users	2009	Park Officer/ Interpretation Officer
		Open days with taster sessions to encourage new users	2009	Park Officer/ Interpretation Officer
		Specific marketing campaign aimed at new users	2010	Park Officer/ Interpretation Officer

6. COMMUNITY INVOLVEMENT

Aim: Provide opportunities to increase community use and involvement, particularly through events, education and interpretation.

	Objective	Implementation/Task	Timescale/frequency	Responsibility
6.4	<p>Fully use the resources of the park to provide educational opportunities for schools by aiming to reach the following target:</p> <p>Number of school visits to the park per year [not including Reigate Priory School]</p> <p>Year 1 - 8 Year 2 - 12 Year 3 – 16</p>	<p>Detailed discussion with individual local schools on their needs and requirements</p>	<p>2008 <i>Local schools approached setting out the potential of using site for educational purposes. Resulted in a poor response from schools. Review situation in future years</i></p>	Park Officer
		<p>Identify which park resources are of most value to schools and agree priority areas for developing use</p>	<p>2008</p>	Park Officer
		<p>Identify barriers to school use and prepare proposals to tackle these</p>	<p>2008 <i>Barriers are that there is limited parking on site. Transport costs from schools to site are prohibitive There are no classroom facilities on site to accommodate learning</i></p>	Park Officer
		<p>Arrange school visits to the park</p>	<p>2009</p>	Park Officer/ Interpretation Officer

6. COMMUNITY INVOLVEMENT

Aim: Provide opportunities to increase community use and involvement, particularly through events, education and interpretation.

	Objective	Implementation/Task	Timescale/frequency	Responsibility
		Receive and analyse feedback from school visitors	2009	Park Officer/ Interpretation Officer
		Continuing liaison with and feedback from schools agreeing annual education development plans	2010 <i>Further approaches to schools but so far only ad-hoc visits achieved</i>	Park Officer/ Interpretation Officer
6.5	Maximise support to schools who wish to use the park for education and develop materials and facilities to meet their needs. The target is to ensure that one new visit framework/ discovery trail with support materials completed in each of the first three years.	Identify discovery trails and structure frameworks for half day/ whole day school visits	2009	Park Officer/ Interpretation Officer
		Begin preparation of materials to support school visits	2009 <i>Liaison with schools has not resulted in any joint activities</i>	Park Officer/ Interpretation Officer

6. COMMUNITY INVOLVEMENT

Aim: Provide opportunities to increase community use and involvement, particularly through events, education and interpretation.

	Objective	Implementation/Task	Timescale/frequency	Responsibility
		<p>Create plan for the development of a web database to support school visits with, for example, details of wildlife species to be found in the park and historical background</p> <p>Organise open session for teachers to launch education programme and materials</p> <p>Complete and issue first visit resource pack</p>	<p>2009 <i>Schools visit site independantly. Attempts to encourage officer/teacher participation are proving difficult to achieve</i></p> <p>2009 <i>See above</i></p> <p>2009</p>	<p>Park Officer/ Interpretation Officer</p> <p>Park Officer/ Interpretation Officer</p> <p>Park Officer/ Interpretation Officer</p>
		<p>Begin to create web database</p> <p>Review session with teachers to assess materials and forward plan other developments</p> <p>Complete web database</p> <p>Monitor web usage</p>	<p>2009 <i>In place</i></p> <p>2010</p> <p>2010</p> <p>2010</p>	<p>Park Officer/ Interpretation Officer</p> <p>Park Officer/ Interpretation Officer</p> <p>Park Officer/ Interpretation Officer</p> <p>Park Officer/ Interpretation Officer</p>

6. COMMUNITY INVOLVEMENT				
Aim: Provide opportunities to increase community use and involvement, particularly through events, education and interpretation.				
	Objective	Implementation/Task	Timescale/frequency	Responsibility
	Attract a higher percentage of 45+ users with target being to bring the level of use by over 45 year olds in line or exceeding the national average.	Feedback exercise on web use	2010	Park Officer/ Interpretation Officer
		Engage with groups representing older users to explore issues relating to their usage in more depth	2009	Park Officer/ Interpretation Officer
		Outreach visits to relevant groups to promote park re-launch	2009 <i>Talk given to local Probus Club</i> <i>Talk given to 41 Club</i> <i>Visit by RICS to explore result of restoration</i>	Park Officer/ Interpretation Officer
	Actively engage young users in constructive activities aiming to meet the following targets: Year 1 – 20 young people engaged in activity programme Year 2 – 25 young people Year 3 – 30 young people	Work with Youth Forum and other Youth agencies to explore potential for activity Programmes	2010	Park Officer/ Interpretation Officer

6. COMMUNITY INVOLVEMENT

Aim: Provide opportunities to increase community use and involvement, particularly through events, education and interpretation.

	Objective	Implementation/Task	Timescale/frequency	Responsibility
		Carry out feasibility studies on selected activity and event proposals	2008	Park Officer
		Introduce 4 new activities / events to diversify audience profile and offer wider range of "things to do"	2009 <i>Outdoor Cinema event over two days in August.</i>	Park Officer/ Interpretation Officer
	<p>Maximise the contribution which the café/pavilion will make to audience development with the targets being:</p> <p>Cafe attracting a wide range of users</p>	Expand activity and events base by 2 additional activities/ events	2010	Park Officer/ Interpretation Officer
		Expand activity and events base by 2 additional activities/ events	2011	Park Officer/ Interpretation Officer
		Review operating proposals for cafe to ensure that they have a broad based appeal	2009	Park Officer
		Include in operator specification a requirement to allow Council to use cafe flexibly to increase its value to park users.	2008 <i>Agreement with Café operator that council has use of building outside of their trading hours</i>	RBBC

6. COMMUNITY INVOLVEMENT

Aim: Provide opportunities to increase community use and involvement, particularly through events, education and interpretation.

	Objective	Implementation/Task	Timescale/frequency	Responsibility
	Café in use for groups and activities	Monitor and review café use and operation	2009 <i>Review carried out with Operator , Legal and Property Team and Park Management</i>	Park Officer/ Interpretation Officer
6.6	Develop audiences for income generating activities with the aim of meeting the Business Plan annual income targets	Engage with local clubs and sport governing bodies to prepare individual sport development plans Establish booking system for tennis courts/ croquet/ petanque – if possible including internet booking Launch croquet and petanque taster sessions	2009 <i>Leisure team dealing with development plans and liaison with local clubs and organisations</i> 2009 <i>Request submitted to IT support to investigate potential for online booking system. Independent Tennis Coach running coaching as an open session for all comers.</i> 2009 <i>Reigate Croquet Club running taster session through summer 2010</i>	Park Officer/ Interpretation Officer Park Officer/ Interpretation Officer Park Officer/ Interpretation Officer

6. COMMUNITY INVOLVEMENT

Aim: Provide opportunities to increase community use and involvement, particularly through events, education and interpretation.

	Objective	Implementation/Task	Timescale/frequency	Responsibility
		<p>Organise junior tennis coaching camps during school holidays</p> <p>Advertise sports activities in council leisure centres and on websites</p> <p>Further develop of school holiday sports coaching</p> <p>Review sports activity prices to ensure that they are effectively positioned to maximise income</p>	<p>2009 <i>Junior tennis coaching arrange and in place for summer</i></p> <p>2009 <i>Details of activities on web site and in Help Shops</i></p> <p>2010 <i>Leisure section arranging and running holiday schemes</i></p> <p>2010 <i>Football pitches maintained at 4 Charges reviewed inline with Councils policy Cricket square re-established and discussions with local teams to use for games</i></p>	<p>Park Officer/ Interpretation Officer</p> <p>Park Officer/ Interpretation Officer</p> <p>Park Officer/ Interpretation Officer</p> <p>Park Officer</p>

6. COMMUNITY INVOLVEMENT

Aim: Provide opportunities to increase community use and involvement, particularly through events, education and interpretation.

	Objective	Implementation/Task	Timescale/frequency	Responsibility
6.7	Further develop the role and contribution of the Friends of Priory Park with the aim being to have an active and fully involved Friends' organisation.	Establishment of a firm operating basis for the Friends group and recruitment of additional members Minimum 4 meetings of Friends Reports to Friends on delivery action plans in all plans	2008 <i>Friends group active and involved in dialogue regarding site management</i> Annually Annually	Park Officer/ Interpretation Officer Park Officer/ Interpretation Officer Park Officer/ Interpretation Officer
6.8	Develop good working partnerships with a range of local and specialist organisations with targets being: <u>Year 1</u> – 2 continuing partnerships established <u>Year 2</u> – 1 additional partnership <u>Year 3</u> – 1 additional partnership	Contact meetings with local and specialist groups to develop partnerships to facilitate programme delivery Development of detailed service delivery agreements with partners	2008 2009	Park Officer Park Officer/ Interpretation Officer

6. COMMUNITY INVOLVEMENT

Aim: Provide opportunities to increase community use and involvement, particularly through events, education and interpretation.

	Objective	Implementation/Task	Timescale/frequency	Responsibility
6.9	Create a regular volunteer force to assist in park activities and events with the targets being: <u>Year 1</u> – 25 volunteer days <u>Year 2</u> – 30 volunteer days <u>Year 3</u> – 35 volunteer days	Liaison with established local volunteer groups	2008	Park Officer
		Campaign to attract volunteers to contribute to park activity and event programmes	2008	Park Officer
		Volunteer recruitment events	2008	Park Officer
		Introduce Volunteer section to Priory Park website	2009	Park Officer/ Interpretation Officer
		Annual volunteer recruitment drive	Annually, starting 2009	Park Officer/ Interpretation Officer

7. MARKETING PLAN				
Aim: Ensure effective promotion of the park as a community resource.				
	Objective	Implementation/Task	Timescale/frequency	Responsibility
7.1	Ensure that users and potential users within the catchment area are kept fully informed of the developments at Priory Park during the implementation of the scheme	Develop the existing web access to give a full background to the scheme and to feed in news stories about the construction.	2008	Park Officer
		Develop a separate Priory Park website	2008 <i>Achieved</i>	Park Officer
		Exhibition about restoration in shopping centres and libraries around the borough	2008	Park Officer
7.2	Prepare and execute a launch programme which will draw wide public attention to the renewed park and what it offers in which new facilities will have a high profile.	Plan and organise launch activities	2008 <i>Achieved</i>	Park Officer
		Engage Friends, local community groups and schools with the process	2008	Park Officer
		Seek sponsorship for launch activities	2008 <i>Achieved</i>	Park Officer

7. MARKETING PLAN				
Aim: Ensure effective promotion of the park as a community resource.				
	Objective	Implementation/Task	Timescale/frequency	Responsibility
		See Appendix I of Marketing Plan for options for developing a launch programme	2008	Park Officer
7.3	Fully promote the heritage aspects of the park	Ensure that heritage has a high profile in awareness plan and launch	2008	Park Officer
		Use of heritage images [restored and natural features] on website and in marketing materials.	2009	Park Officer
		Build links with other landscape and natural heritage sites within and near the catchment for distribution of information about the park.	2009	Park Officer/ Interpretation Officer
		Negotiate with local heritage organisations for references in their newsletters / websites – the Reigate Priory Museum website and the Reigate Society newsletter for example	2009	Park Officer/ Interpretation Officer
		Include the museum in promotional materials as part of the heritage 'package'	2009	Park Officer/ Interpretation Officer

7. MARKETING PLAN

Aim: Ensure effective promotion of the park as a community resource.

	Objective	Implementation/Task	Timescale/frequency	Responsibility
		Mount special exhibitions in the Welcome Space relating to heritage aspects of the park	2009	Park Officer/ Interpretation Officer
		Widely advertise within the park the Review and forward plan availability of heritage guides to the park [Landscape Heritage Trail, Nature Trail and Children's Discovery Trail] and ensure that they are prominently displayed at the pavilion in the café and welcome space	2009	Park Officer/ Interpretation Officer
		Negotiate with the Museum to distribute park guides	2009	Park Officer/ Interpretation Officer
		Review and forward plan	2010 & 2011	Park Officer/ Interpretation Officer
7.4	Maximise future usage of the park	Commission and prepare new leaflet for general distribution – A4 full colour folded to DL	2008	Park Officer
		Create distribution network for future materials including council offices, libraries, sports centres, local businesses etc.	2008	Park Officer

7. MARKETING PLAN

Aim: Ensure effective promotion of the park as a community resource.

	Objective	Implementation/Task	Timescale/frequency	Responsibility
		Negotiate with Morrisons for promotional space in the store/ car park	2008	Park Officer
		Ensure that information about the park is visible to external passers by	2008	Park Officer
		Review leaflet take up and develop top up system for distribution outlets	2009	Park Officer/ Interpretation Officer
		Review and reprint leaflet as necessary	2009	Park Officer/ Interpretation Officer
		Continue regular press coverage	2009	Park Officer/ Interpretation Officer
		Develop mailing list and e-mailing list	2009	Park Officer/ Interpretation Officer
		Introduce web newsletter	2009	Park Officer/ Interpretation Officer
		Review and forward plan	2010 & 2011	Park Officer/ Interpretation Officer

7. MARKETING PLAN

Aim: Ensure effective promotion of the park as a community resource.

	Objective	Implementation/Task	Timescale/frequency	Responsibility
7.5	Attract a wide range of users and, in particular, increase the number of new users and users over 45	Carry out additional market research/ market testing as necessary to further identify how best to reach non users and users over 45	2009	Park Officer/ Interpretation Officer
		Ensure that café operator includes effective café launch campaign as part of proposals	2008	Park Officer
		Outreach visits to local organisations for older users	2008	Park Officer
		Review annual survey results to identify continuing under representation of specific user groups and develop remedial action plans to ensure that the park attracts a broad user base.	2009	Park Officer/ Interpretation Officer
		Review and forward plan	2010 & 2011	Park Officer/ Interpretation Officer

7. MARKETING PLAN				
Aim: Ensure effective promotion of the park as a community resource.				
	Objective	Implementation/Task	Timescale/frequency	Responsibility
7.6	Provide appropriate marketing support to activities and events in order to maximise their attendances	Develop specific targeted promotional plans for sports activities – in particular the introduction of the booking/ payment system for tennis.	2008	Park Officer
		Install notices at tennis courts, croquet lawn and petanque area giving information about usage arrangements	2008	Park Officer
		Ensure that marketing is included as part of the plan for each activity/ event	2009	Park Officer/ Interpretation Officer
		Advertise all activities and events on website	2009	Park Officer/ Interpretation Officer
		Use the e-mailing and mailing lists to promote individual events	2009	Park Officer/ Interpretation Officer
		Use welcome space as a major promotional area	2009	Park Officer
		Use temporary advertising boards at main	2009	Park Officer

7. MARKETING PLAN				
Aim: Ensure effective promotion of the park as a community resource.				
	Objective	Implementation/Task	Timescale/frequency	Responsibility
		entrances to park to promote specific activities and events		
7.7	Reinforce perceptions of the park as a safe, pleasant and well managed place to visit	<p>Ensure that police presence and management change have high profile in awareness and launch campaigns</p> <p>Draw attention to these attributes in leaflet and other promotional materials e.g. maintained by a team of specialist horticultural staff</p> <p>Run press story on Community Police Service</p> <p>Seek Green Flag Award as public recognition of the high standards of management</p>	<p>2008</p> <p>2008</p> <p>2008</p> <p>2009 <i>1st Green Flag Application submitted and Green Flag awarded</i> <i>2nd Green Flag Application submitted and Green Flag awarded</i></p>	<p>Park Officer</p> <p>Park Officer</p> <p>Police</p> <p>Park Officer / Parks and Countryside Manager</p>

7. MARKETING PLAN

Aim: Ensure effective promotion of the park as a community resource.

	Objective	Implementation/Task	Timescale/frequency	Responsibility
7.8	Develop community support for the park	Organise partners and volunteers reception	2008	Park Officer
		Advertise Friends meetings and volunteer drives on park notice boards and in pavilion	2009 <i>Details of Friends Group in quarterly newsletter and in notice boards in park and in Pavilion</i> <i>AGM held in Pavilion</i>	Park Officer/ Interpretation Officer
		Run volunteer related stories in press on website and in council publications	2009	Park Officer/ Interpretation Officer
		Ensure good media coverage of community related stories and events	2009	Park Officer/ Interpretation Officer
		Develop concept of annual open day – meet the staff/ behind the scenes etc.	2009	Park Officer/ Interpretation Officer
		Park Manager to hold 4 advertised drop in open forums a year for park users	2009	Park Officer/ Interpretation Officer
		Introduce feedback form for users in welcome space/ cafe	2009 <i>Questionnaire/feedback form available to park users both on site and through web site</i>	Park Officer/ Interpretation Officer

7. MARKETING PLAN

Aim: Ensure effective promotion of the park as a community resource.

	Objective	Implementation/Task	Timescale/frequency	Responsibility
		1st annual open day	2010	Park Officer/ Interpretation Officer
		Review and forward plan	2010 & 2011	Park Officer/ Interpretation Officer
7.9	Ensure all officers and maintenance staff are kept well informed of all marketing/promotions/events in the park.	Brief all staff as required.	2008 Onwards <i>Details of all events in park notified to Officers and Staff via e-mail and through Team Meetings</i>	Park Officer

8. MANAGEMENT				
Aim: Ensure all those involved in the management and maintenance of the Park effectively use the Management Plan as a working document.				
	Objective	Implementation/Task	Timescale/frequency	Responsibility
8.1	Implement the management and maintenance plan	Appoint a new Park Manager x 1 and Interpretation Officer x 1	2009	Parks and Countryside Manager
8.2	Ensure greater on site staff presence	Appoint new gardeners/maintenance staff	2009	Parks and Countryside Manager
8.3	Make Management Plan available to staff at all levels and by different park user groups.	Copy to be available in Park Office. Other on-site staff to have copies.	2009 and ongoing 2009 and ongoing	Park Officer Park Officer
8.4	Ensure effective monitoring of the Management Plan.	Implement monitoring process by meetings between Council / user groups thereby continually reviewing and updating the Management Plan.	Start 2009 - annually	Park Officer/ Interpretation Officer
8.5	Ensure management is financially sound. Council to commit to provide necessary funding to maintain to necessary standard.	Follow Best Value aims to provide excellent quality of service and relevance to local people.	2009	Park Officer/ Interpretation Officer

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3. MANAGEMENT

- 3.1. This chapter describes the management structure for Priory Park ensuring that the restored landscape is managed to its full potential. It is important that staff at all levels share an understanding of the vision, aims and objectives for the park and also have the necessary skills/training.

MANAGEMENT AND MAINTENANCE ARRANGEMENTS

- 3.2. Reigate and Banstead Borough Council (RBBC) Parks and Countryside Service maintains all areas of the public park including the playing fields which were formerly owned by Surrey County Council (SCC). SCC maintains the Priory courtyards, the flat garden west of the Priory, school playground and the road through the school. RBBC Engineering Services maintains the Bell Street car park.
- 3.3. Previously the RBBC parks maintenance operations were carried out by a private contractor, which was selected by competitive tender against a performance specification in 1997. The contract ran to 2002 but was extended to 2003 and was further extended to the end of 2004.
- 3.4. Priory Park has been managed and maintained by in-house RBBC officers and maintenance team since January 2005. In summary the Management and Maintenance of the Park is the responsibility of the Parks and Countryside Manager, who is supported by a number of Parks staff. Prior to refurbishment there was one full time skilled operative who was supported by a seasonal operative. In addition to the site based staff there are maintenance teams who carry out operations such as grass cutting and sport pitch maintenance.
- 3.5. The aim of having all the maintenance carried out by directly employed staff is to improve the quality of provision and increase the direct control of officers.
- 3.6. The day to day management and maintenance of the Park is undertaken by the following staff:

Park Officer: the purpose of the role will be to implement the management and maintenance of Priory Park as detailed within this Management and Maintenance Plan. To support and assist the Priory Park Interpretation Officer who is responsible for marketing and promoting the site. (S)he will help the community and visitors to enjoy the park whilst ensuring that the needs of landscape heritage, wildlife, and the varied user groups are fully considered. The Park Officer will be based in the new pavilion and will be a recognisable on site presence.

Interpretation Officer: the purpose of the role will be to deliver a range of initiatives to increase the number and diversity of visitors to Priory Park and improve their understanding and experience of the Park. To support the Priory Park Officer who is responsible for management and maintenance of the Park. To implement the marketing and promotion of Priory Park as detailed within this Management and Maintenance Plan. (S)he will help the community and visitors to enjoy the park focusing particularly on promoting the sites heritage and facilities ensuring that the needs of landscape heritage, wildlife, and the varied user groups are fully considered.

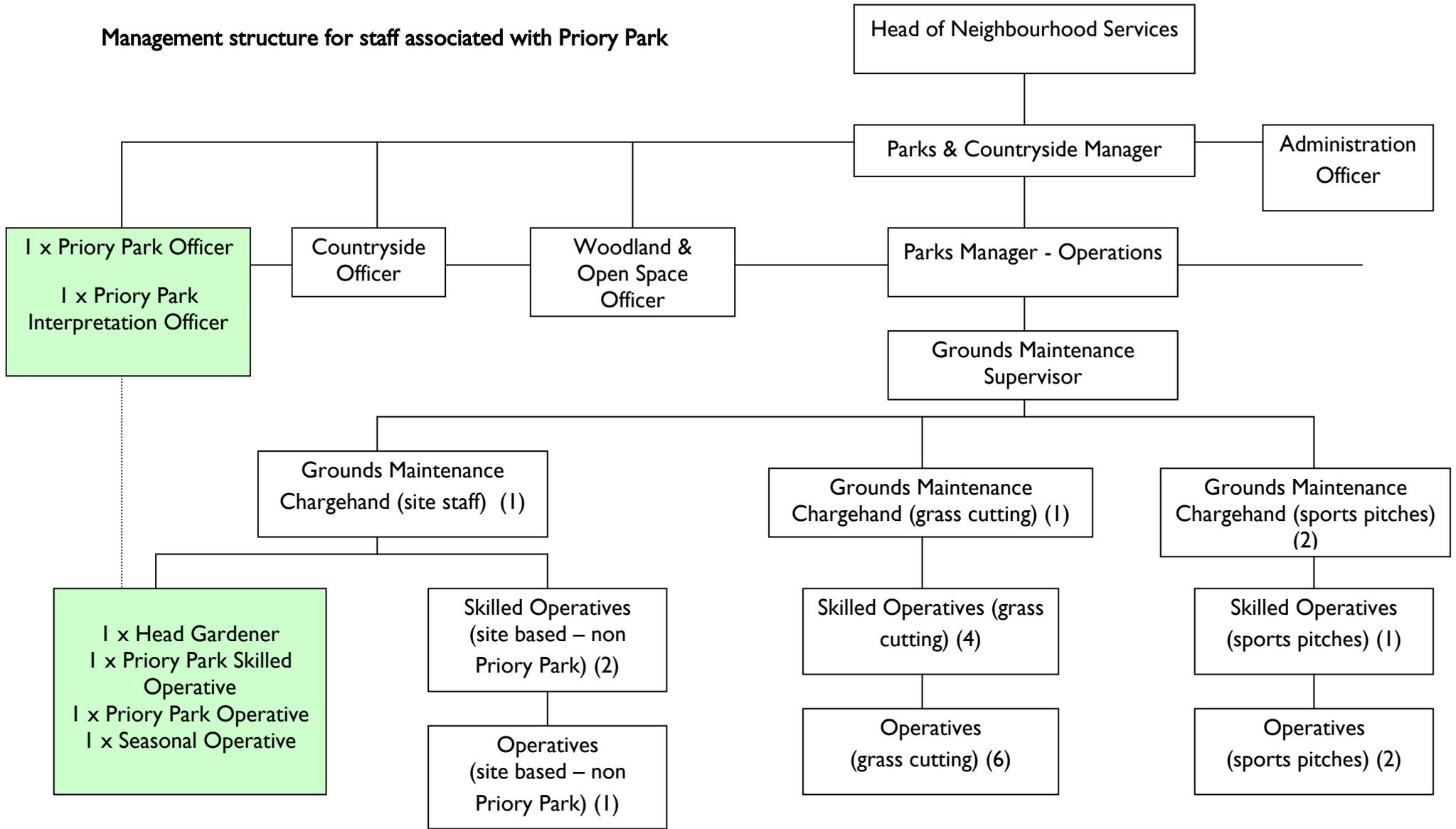
The Interpretation Officer will be based in the new pavilion and will be a recognisable on site presence. .

Horticulturist: at the skilled operative level the horticulturist will be responsible for carrying out and overseeing specialist grounds maintenance/gardening tasks in order to raise the horticultural standards to a level appropriate to the historic landscape. The Horticulturist will be based on site at Priory Park.

Grounds maintenance operatives: two operatives are based full time at Priory Park; these are supported by a **seasonal operative** (0.6 x fulltime) and one **weekend assistant** (0.4 x full time).

- 3.7. As of May 2008 onsite staff are supported by mobile staff who carry out bulk grass cutting, sport pitch work.
- 3.8. The play area is inspected and maintained by site staff on a daily basis and is inspected and maintained on a weekly and annually basis by outside contractors.
- 3.9. The management structure is illustrated in the table below (note: the green shaded box indicates staff based in Priory Park).
- 3.10. The Maintenance team has the use of a depot area with buildings situated to the north of and accessed from Bell Street car park. The built and open space is tight and facilities need upgrading.
- 3.11. All machinery used in the maintenance of the park is owned by RBBC and stored at the park's depot area. A RBBC mechanic based at the Park Farm depot maintains the machinery. Vehicles are also owned by RBBC but are maintained by a central fleet workshop at Earlswood Depot.
- 3.12. Tree maintenance is undertaken by a specialist contractor. The tree officer carries out a tree survey and instructs the work.

Management structure for staff associated with Priory Park



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4. MAINTENANCE

- 4.1. This chapter provides guidance for the maintenance of all elements of the restored park. The maintenance regimes are shown in the landscape maintenance plan. Frequencies and cost for the maintenance of the park are also provided.

A SOFT LANDSCAPE

A1 Fine Lawn

- 4.2. Fine lawn areas within Monks Walk, Priory Lawns, Pavilion Lawns, Croquet Lawn and the Sunken Garden will be maintained as a healthy, close mown sward (Maximum height of 25-35mm high) with minimal weed growth and with full complement of fertilising, scarifying and other maintenance operations as well as regular cutting, with edges neatly maintained and worn areas repaired. Specific measures will be implemented in the first year of establishment, such as levelling out bumps and hollows to ensure that the newly laid areas of turf provide a high quality surface. A high in Nitrogen N:P:K fertiliser will be applied each year in May.
- 4.3. Arisings will only be removed when leaving them would result in swathes of cut grass lying on the surface, if grass has been left longer than normal for example. Otherwise arisings will be left but the lawns will be scarified at the end of each year to avoid build-up of thatch. Leaf clearance will be undertaken from October until January to prevent damage to the sward.

A2 Bulbs in Grass

- 4.4. The stone circular areas within the Pavilion Lawns contain bulbs and will require a specific cutting regime. These areas will be left uncut until after flowering, a period of at least four weeks to allow the bulbs to set. The first cut will usually be fairly high to cut and remove longer grass and bulb leaves, with subsequent cut to bring the grass down to an acceptable level for amenity grass. Hand raking will be carried out following the first two cuts to tidy and remove arisings. During the rest of the year the grass will be maintained as fine lawn.

A3 Medium Grass

- 4.5. The majority of the grass areas in Priory Park will be maintained as medium / amenity grass. Generally the height of grass will remain between 25mm and 75mm throughout the growing season. Mowing will be undertaken using a ride-on seven-cylinder mower. Edges will be trimmed throughout growing season where they are encroaching on paths. Leaf clearance will be undertaken throughout the months of October to January. The level of additional maintenance will depend on the level of use, with increased repairs, fertilising, scarifying etc in those areas subject to heavy wear to ensure good grass coverage is maintained.

A4 Meadow Grassland

- 4.6. The grassland areas within the East and North Perimeter Woodlands will be maintained as spring flowering meadow cut once in July to a height of 500 mm using a reciprocating cutting machine. The cuttings will be removed from site within 48

hours but will be left for at least 24 hours to allow any invertebrates to move to other areas and for any seed to drop. The grass will be left to grow on during the rest of the summer, with the option to second cut in late September / October. The effects of this cutting regime will be monitored through survey work and the timing / frequency of cutting adjusted if necessary to maximise the biodiversity benefits. Leaf clearance will be undertaken twice per year between October to January using tractor towed or mounted equipment.

- 4.7. Although the grass is allowed to grow longer, these areas will still be kept litter free, with margins of shorter grass alongside the paths to give the impression to users that these areas are intentional and are still being well maintained.

A5 Annual Bedding Displays

- 4.8. This small bedding area in the Sunken Garden will provide a focal point of colour and variety with a double rotation display of annual spring and summer planting for maximum impact throughout the year. Plant choice will reflect the character of the garden. Maintenance will include spring and summer bed preparations and planting with routine weed removal and dead heading and irrigation to maintain the high quality appearance of the display.

A6 Herbaceous Borders

- 4.9. The majority of herbaceous planting is concentrated within the East Wing and Monks Walk and is where the most intensive horticultural maintenance will be required. These areas feature a combination of herbaceous perennials, shrubs and climbers. Planted areas will be maintained in weed free and healthy condition with routine operations to provide a free flowing and foliage display.
- 4.10. During the growing season, taller herbaceous perennials will be supported with 'pea sticks', where possible utilising woody natural material found on site. Any bare areas between plants will be forked over in winter, cutting back foliage when the plants have completely died back. Attractive seed heads and grasses may be left over the winter, which could have added benefits for wildlife.

A7 Shrub Beds

- 4.11. Shrub beds will be managed to maintain a healthy stock of plants. The edges of the beds will be neatly defined. Areas of bare earth will be kept weed free and mulched annually to discourage weed growth, to maintain moisture levels in the soil and to improve the appearance of the bed. Beds will be fertilised once per year and irrigated as necessary in dry periods to maintain the health and vigour of the plants.
- 4.12. Pruning will be carried out on shrubs that require it according to species to remove the dead and damaged branches and to retain natural shape and encourage good flowering.
- 4.13. Where shrubs die and leave gaps in beds, new plants will be planted as soon as possible, using species that maintain the character of the bed with reference to the restoration planting plans. Replacement planting will use the species with a form and flowering habit that is appropriate for that plant's position in the bed (lower growing

at the front, taller in the middle) both to improve the appearance of the planting and minimise the need for pruning to restrain unwanted growth.

A8 Ornamental Hedges and Topiary

- 4.14. All yew and hornbeam hedging within Priory Park will be maintained as formal ornamental hedges in a neat and tidy condition. Hedge trimming will be carried out twice per year using appropriate and well-maintained tools in order to maintain a high quality finish and appearance. Bases of hedges will be kept free of weeds and litter.
- 4.15. Box hedging within the sunken garden will be cut three times per year by hand to a height of 300mm. Sides will be vertical and the top will horizontal or parallel to the ground. All arisings will be removed. The base of the hedge will be free of weeds and litter.

A9 Rural Hedges

- 4.16. Informal boundary hedges will be maintained as an informal hedge to a height of approximately 1.5 metres trimming once or twice per year. The main pruning operations will be carried out in between October and February to avoid bird-nesting season with further trimming in summer if required to contain the hedge, preventing encroachment onto the public footway. Infill planting will be monitored and where required, gaps will be restocked with native hedging plants.

A10 Young Trees (avenues & other new planting)

- 4.17. Several trees have been planted as part of the restoration scheme including a number of lime and cherry trees to restore the historic tree pattern.
- 4.18. Newly planted trees will be inspected regularly to check for damage or disease and weeding carried out to ensure a 1m diameter circle of ground around the stem is maintained in a weed free state for the first 3 years at least to encourage rapid and healthy establishment. Mulch could be used around the base of the trees to help inhibit weed growth. All tree staking will be inspected regularly and adjusted accordingly to prevent damage to the tree. Newly planted trees will need to be watered regularly during establishment i.e. 3 years after planting.
- 4.19. Trees will be planted to replace those that fall or die to retain the historic tree pattern. In addition, where there is space, new trees will be planted in anticipation of significant individual mature trees having to be removed in the future to maintain the tree population.
- 4.20. The pleached limes will be trained and trimmed to provide a clear stem to a height of 1.5m (with epicormic growth removed), be trained to provide an even wall along the path and also to provide an arch over the path. The total height of the limes will not exceed 3-4m.

All Topiary

- 4.21. All topiary within Priory Park will be maintained as formal ornamental hedges in a neat and tidy condition. Trimming will be carried out twice per year using appropriate and well-maintained tools in order to maintain a high quality finish and

appearance. Bases will be kept free of weeds and litter and mulched spread once per year to 75mm depth.

A12 Sports Pitches

Cricket Pitch

- 4.22. The cricket pitch will be cut, rolled and creases marked out 48 times per year throughout April to September in preparation for the game. Renovation after each game will include sweeping, aeration, brushing, correcting levels, raking, reseeding, rolling and watering to ensure a healthy, level and weed free playing surface.
- 4.23. Boundary lines will be marked with an even width line and remarked as required throughout the playing season.

Cricket Table

- 4.24. The renovation of the cricket table will be carried out throughout September – October operations will include overseeding, scarifying, sweeping, aerating, rolling and watering.
- 4.25. In preparation for the start of the playing season, the cricket square will be swept to remove moisture and scatter worm casts before selecting an area for the wicket. The grass will be cut using an appropriate number of cuts to reduce grass height to 15mm. The area will then be rolled in line with the wickets with a smooth wheeled roller.
- 4.26. Wickets will be prepared for each game by box mowing grass to a height of 4 to 6mm followed by rolling with a smooth roller. The cricket table and wicket will be brushed, aerated, scarified, top dressed and rolled as often as required to achieve a high quality and even playing surface. Fertilisers and herbicides will be applied in May to encourage strong sward and discourage weed growth.

Football Pitch

- 4.27. The grass of the football pitch will be maintained to a height of 25-50mm to ensure that a suitable playing surface is provided throughout the season. Arisings will be left, dispersed evenly over the surface. Other treatments will be carried out to provide a true safe, flat even and free draining surface including monthly aeration and harrowing throughout the playing season.
- 4.28. Throughout the season the pitch will be fully marked, lines clearly visible for each fixture to comply with the Football Association Rules and Regulations. Goal posts will be erected at the start of each playing season and dismantled, repaired and stored at the end of the season.
- 4.29. Post-season renovations will include topdressing and seeding of worn, depressed areas with additional topdressing will be applied as required.

Athletics Track

- 4.30. The grass will be maintained to medium grass standards with initial marking out of 8 lanes in April and then over marking every two weeks until July.

A13 Woodland

- 4.31. The woodland areas will be maintained to increase biodiversity using the Surrey Wildlife Trust report for guidance. Trees particularly along paths will be inspected annually for health and safety. Arboricultural works will be carried out as required to provide a safe 'woodland walk' for park users. Sensitive pruning works will be required to manage the edge of the clearing where the woodland plants will naturally encroach.

B HARD LANDSCAPE

B1 Tennis Courts

- 4.32. The courts will be maintained in a clean functional state with lines kept clear and legible, nets in sound and workable condition (i.e. can be adjusted to the correct height and tension and are free from tears). The surface will be swept and inspected regularly and repairs carried out as required using surfacing to match the existing. The court lines will be marked out once every four years.
- 4.33. Edges will be kept in a weed free state and the surface kept clear of leaves and debris, treated as necessary to maintain free of algae, moss and lichen. Maintenance operations will follow the standard specifications for the type of court.

B2 Hard Surface - Fibredeck paths

- 4.34. Hard surfaces around the park will be kept clean, with litter collected from surfaces and bins emptied at a frequency, which does not allow for rubbish to lie around the area, be blown onto beds, or suggest that the area is neglected.
- 4.35. All hard surfaces will be inspected and repair work identified will be undertaken using surfacing as per the original to patch as required. They will be kept in a weed free state using cultural methods.
- 4.36. Drains and gullies will be kept clean and clear to avoid the risk of flooding.
- 4.37. All paths and hard surfaces are to be kept free of ice and snow. Rock salt may be used sparingly to assist in the process of ice and snow clearance but must not be deposited immediately adjacent to or on lawns or other planted areas.

B3 Hard Surface - Car Parks

- 4.38. The car park will be swept regularly from October to January to ensure it is kept free of leaves and other debris. Repair work will be identified and undertaken using surfacing as per the original to patch as required.
- 4.39. Snow and ice will be cleared, rock salt may be used sparingly to assist in the process but must not be deposited immediately adjacent to or on lawns or other planted areas.

B4 Hard Surface - Petanque Square

- 4.40. The Square will be raked level once per month during March until April to maintain a level and weed free surface. The surface will be topped up once per annum using surfacing as per the original specification.

B5 Hard Surface - Coxwell gravel paths

- 4.41. Weeds should not be allowed to establish in gravel paths and will be removed immediately to avoid the build up of extensive root systems. If the removal of weeds from the gravel breaks up the path surface it must be re-rolled.
- 4.42. Paths shall be kept free of leaves and other plant debris with care not to remove large quantities of surface dressing. All arisings will be removed from site.
- 4.43. If repairs are required, these will be undertaken carefully following the supplier's specification. Repairs will involve scarifying and moistening of the path surface, adding a new layer of the same material and compacting the area using a roller or vibrating plate.

B6 Hard Surface - York stone paths

- 4.44. York stone paved areas will be maintained as per guidelines for hard surfaces. Leaves will be removed by hand once per week during October through to January. Re-pointing will be undertaken as required matching the original colour and style.

B7 Bridge

- 4.45. The bridge will be inspected regularly with repairs and treatment carried out as required.

B8 Litter bins

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

B9 Dog bins

- 4.47. Dog excrement is potentially a problem in any park. Dog owners will be expected to keep their dogs under control and to clean up after their dogs.
- 4.48. Bins will be emptied at a rate, which does not allow them to overflow. In addition the bins will be cleaned and disinfected as necessary to avoid an accumulation of dirt.

B10 Seats / benches / tables

- 4.49. Seats, benches and tables will be maintained in a sound clean state and any replacements will match the style and quality present in the restored park. Details of the suppliers of all furniture and fencing are included on a list in the restoration project Health and Safety File. Repairs will be carried out swiftly.

B11 Information Boards

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

B12 Walls

- 4.51. Walls will be inspected regularly and repairs undertaken as required matching original materials and construction style.

B13 Pergola

- 4.52. The pergola will be inspected regularly and repairs undertaken as required. The trees will be pruned and trained as stated in paragraph number 8.20.

B14 Metal knee rail

- 4.53. Knee rails will be inspected regularly and any repairs undertaken regularly as per the original specification.

C PLAYGROUND

C1 Play Equipment, surfacing and railings

- 4.54. Routine maintenance will include regular sweeping of paths and raking of sand to maintain free of debris and litter. The sand will require topping up using sand as originally specified.
- 4.55. Park staff will check equipment and safety surfaces in the play area once daily (preferably in the morning before use) reporting any damage or potential hazard to the appropriate authorised officer. Action will be taken to repair / make safe any damage as necessary and according to the manufacturers specifications (compliant with European standards EN1176 & EN1177) to maintain the safety of the facilities. Reactive maintenance will include graffiti removal.
- 4.56. A more thorough Safety Inspection will be carried out once per week with a full engineer inspection undertaken annually. Repair works will be actioned or programmed in as required to maintain the play area in a safe condition for use. Dogs will be kept out of the enclosure and any faeces removed immediately.
- 4.57. All inspections will be carried out by suitably qualified operatives and will involve a written report.
- 4.58. Litter will be collected to maintain the play area in an essentially litter free condition. The surfaces will be swept and treated as appropriate to maintain free of algae, moss and lichen growth. The fence line will be kept weed free.
- 4.59. All signage will be cleaned and maintained to clearly indicate the age that the equipment is suitable for.

C2 Water Feature

- 4.60. Fountain Workshop Limited installed the water feature in the play area as part of the restoration works. The Park Officer and Skilled Operative / Horticulturalist will be trained in its operation, with the intention that it will run during the day from the Easter holidays until the autumn (depending on weather). The feature will be visually inspected daily to ensure the surface is clean and safe for use, free from debris. Any defects in the functioning of the fountain or any general damage will be reported and

if necessary a specialist employed to rectify the problem. Reference will be made to the information in the Health and Safety file.

C3 MUGA

- 4.61. The Multi Use Games Areas will be maintained in a clean functional state with lines kept clear and legible. The surface will be swept and inspected regularly and repairs carried out as required using surfacing to match existing. Edges will be kept in a weed free state and the surface kept clear of leaves, debris, treated as necessary to maintain free of algae, moss and lichen. Maintenance operations will follow the standard specification for the type of court.
- 4.62. Drainage channels, chambers and silt traps will be cleaned out to maintain in safe and free flowing condition.

C4 MUGA Shelter

- 4.63. The shelter will be inspected regularly and repairs undertaken as required.

C5 Skate Park

- 4.64. The skate park will be kept free of weeds, litter and all other debris. The area will be inspected regularly as per the programme of inspection for the play area and any defects will be rectified immediately. All works will be undertaken in accordance with the original technical specification.

D LAKE AREA

D1 General Lake Maintenance

- 4.65. The lake will be managed and conserved as an informal habitat for aquatic flora and fauna. A flexible management approach is needed so as to respond sensitively to the habitat as it naturally develops.

D2 Lifebelts / deep water signs

- 4.66. Lifebelts will be inspected weekly and if damaged or missing will be replaced immediately. All lifebelts will be replaced on a three-year cycle.

E BUILDINGS

- 4.67. Building maintenance will be undertaken by property services. Detailed maintenance requirements are set out in the separate building maintenance handbook produced by Dominique Perrault Architects.

F OTHER

FI Lighting / CCTV

- 4.68. Lighting and CCTV will be inspected as part of the regular park survey and any repairs reported to the appropriate contact and repaired immediately. Vegetation will be maintained to prevent obstruction the vision of the CCTV.

F2 Litter picking

- 4.69. The collection of litter is extremely important in defining the appearance of the park, and in consequent respect with which people will treat and use it. The Environmental Protection Act 1990 imposes a duty on local authorities to keep specified land clear of litter and refuse. It is important that litter is collected at a rate that is dictated by the rate at which it accumulates, so that the park appears clean, this will involve an increase in litter collection during and after events. Litter is defined as being inter alia paper, cans, bottles etc, as well as leaves, twigs and other plant detritus.

F3 Graffiti removal and vandalism

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

F4 Vermin control

- 4.72. The rat population in Priory Park will be monitored and managed by locating baiting boxes throughout the site. Care will be taken to locate the boxes out of public view to avoid discouraging people from entering and using the park.

MAINTENANCE SCHEDULE FOR THE PARK

- 4.73. The table below provides an outline maintenance schedule for Priory Park at May 2008.

Item	Maintenance Component and tasks	Performance Standard	Frequency per Year	Unit	Area m ² / length m/ No
A	SOFT LANDSCAPE				
AI	Fine Lawn (including croquet lawn)				
	Cut grass	Maintain to max height 25-35mm throughout growing season – single cylinder mower front and rear rollers.	30	100m ²	10,788
	Trim edges	On alternate mowing cycles throughout growing season and disposal.	15 Reforming edge of grassed area	100m	1,152
			2 Where encroaching on path	100m	1,732

	Application of herbicide	Maintain turf to be substantially free of moss, annual and perennial weeds during the whole cutting season	1	100m ²	10,788
	Application of Spring and summer fertiliser	NPK ratio 9:7:7 applied May.	1	Per kilo per 100m ²	10,788
	Leaf clearance by pedestrian controlled equipment	October – January x 1 per month	4	100m ²	10,788
A2	Bulbs in Grass				
	Cut grass	To begin cutting once foliage starts to die down – say mid June. Maintain to max height 25-35mm throughout the remainder of the growing season – single cylinder mower front and rear rollers.	18	100m ²	1,779
	Hand raking	Following first 2 cuts to tidy and remove arisings	2	100m ²	1,779
A3	Medium Grass				
	Cut grass	Maintain to max height 75mm throughout growing season – arisings remain. Cut with ride on 7 cylinder mower	20	100m ²	135,150
	Trim edges	Throughout growing season	2 Where encroaching on path	100m	2,079
	Leaf clearance by tractor towed or mounted equipment and disposal	October – January. Assume clearance necessary over half the total area of Medium grass.	4	Hectare	67,575
A4	Meadow Grassland				
	Cut grass using flail mower.	Cut grass once per year, all arisings removed	1	Hectare	33,191
	Leaf clearance by tractor	October – January	2	Hectare	33,191

	towed or mounted equipment and disposal				
A5	Annual Bedding Displays				
	Spring Bedding				
	Prepare & Cultivate beds add soil ameliorants	October	1	100m ²	175
	Planting	October	1	Assume 30 no. plants per m ² – per 100 plants	5,250
	Maintenance visits – hand weed	October – May x 1 every 2 weeks approx.	12	100m ²	175
	Bed clearance	May	1	Per 100 plants	5,250
	Summer bedding				
	Prepare & cultivate beds and add soil ameliorants	May	1	100m ²	175
	Planting	May/Early June	1	Assume 30 no. plants per m ² per 100 plants	5,250
	Maintenance visits – hand weed	June – September x 1 per week	20	100m ²	175
	Bed clearance	September	1	Per 100 plants	5,250
A6	Herbaceous Borders (Including mixed ground cover, ornamental grasses and perennials in the play area and herbaceous element in Priory East Wing).	Assume 6 plants/m ²			
	Hand digging over beds	March	1	100m ²	1,695
	Spreading mulch to 75mm depth	March	1	m ²	1,695
	Cutting down spent growth unstaked	As necessary	1	Per plant	10,170
	Hard weeding	March- September x 1 per month	7	100m ²	1,695
	Lifting and dividing	As necessary (November – March) x 1 per plant every 5 years	0.2	100 plants	10,170
	Apply fertiliser	May/June	1	25g/m ²	1,695
A7	Shrub Beds (Including shrub element in Priory East Wing and climbing plants).				
	Hand weeding	March – September x 1 per month	7	100m ²	1,066
	Pruning	As appropriate to individual plants	1	m ²	1,066

	Spreading Mulch to 75mm depth	March	1	m ²	1,066
	Apply fertiliser	May/June	1	25g/m ²	1,066
A8	Ornamental Hedges				
	Yew and hornbeam hedges				
	Cut hedge by hand	Side faces vertical and top horizontal or parallel to the ground. Arisings removed – cut to 2.2 – 2.5 m high	2	m ²	3,196
	Maintain open hedge base	hand hoe	5	100m ²	1,249
	Box hedge				
	Cut hedge by hand	Side faces vertical and top horizontal or parallel to the ground. Arisings removed.	3	m ²	476
	Maintain hedge base –	hand hoe	5	100m ²	241
A9	Rural Hedges				
	Cut hedge using tractor mounted equipment	Side faces vertical and top horizontal or parallel to the ground. Arisings removed. 2-4m high.	1	m ²	2,061
A10	Young Trees (Avenues & Other New Planting)				
	Watering	As required		Provisional sum	
	Spread mulch 750mm diameter around tree		1	Per tree	382
A11	Topiary				
	Prune shrubs to maintain formal shape – tall specimens		2	Allowance per shrub	14
	Hand weeding	March-September x 1 per week	28	100m ²	42
	Spreading mulch to 75mm depth (or compost)	March	1	m ²	42
A12	Sports Pitches				
	Cricket pitch				
	Cut grass, rolling, mark out creases	Preparation 3 x per week April – September	48	Per pitch	1
	Sweep, aerate, brush, correct levels, rake and reseed, rolling and watering	Renovation – 3x per week April - September	48	Per pitch	1
	Cricket boundary	Initial 1 x April	1	Per pitch	1
	Cricket boundary	Over marking	16	Per pitch	1
	Extra grass cutting required for the outfield area		6	100m ²	5,828

	Cricket table				
	Scarify, sweep, aerate, fertilise, apply worm killer, top dress, sow seed, sow, roll, water.	Renovation September – October	1	Per table	1
	Application of herbicide	Maintain turf to be substantially free of moss, annual and perennial weeds during the whole cutting season	1	100m ²	441
	Application of Spring and summer fertiliser	NPK ratio 9:7:7 applied May.	1	Per kilo per 100m ²	441
	Football pitches				
	Inspect, replace, divots, firm ground and re-seed	Repairs April/May	1	Per pitch	4
	Aerate using tractor trailed equipment	1 x per month October – March	6	Hectare	23,600
	Erect football goal posts	End of August/beginning September	1	Per pitch	4
	Dismantle goal posts	End of April / beginning of May	1	Per pitch	4
	Harrow – by chain harrow machine	1 x per month Oct- March	6	Hectare	23,600
	Top dressing	As required – assume twice each year	2	Hectare	23,600
	Initial marking out	1 per year – August	1	Per pitch	4
	Over marking	1 x per week September – March	28	Per pitch	4
	Athletic Track	Based on 400m running track not exceeding 8 lanes			
	Initial marking out	1 x per year April	1	Per track	1 no
	Over marking	1 x every two weeks April – July	8	Per track	1 no
A13	Woodland				
	Carry out tree surgery and woodland work	As required	1	Provisional sum	
B	HARD LANDSCAPE				
BI	Tennis Courts	(Feb – December use)			
	Marking out court	1 x every 4 years February	0.25	Per court	4
	Sweep with pedestrian equipment and dispose arisings	1x per month March –	7	100m ²	2,202

		September			
	Apply herbicide – weed wipe	1 x per year	1	m ²	2,202
	Replace wearing course and install new fencing	1 x every 10 years	0.1	Per court	4
B2	Hard surfaced Paths - Fibredeck areas				
	Leaf clearance self propelled motorized vacuum and disposal	October – January	16	100m ²	7,965
	Resurfacing	Once every 10 years	0.1	m ²	7,965
	Snow and ice clearing	Snow – 20-40mm deep, plough and then salt.	5	100m ²	7,965
B3	Car Parks (paid for by engineering services)				
	Leaf clearance self propelled motorized vacuum and disposal	October – January	16	100m ²	3,973
	Resurfacing	Once every 10 years	0.1	m ²	3,973
	Snow and ice clearing	Snow – 20-40mm deep, plough and then salt.	5	100m ²	3,973
B4	Petanque Square				
	Rake over surface to re-level and weed.	March – September x 1 per month	7	100m ²	469
	Top up with gravel	0.33 of the area each year	1 x 0.33	m ²	469
	Apply herbicide to kill weeds		1	100m ²	469
B5	Coxwell gravel paths				
	Rake over surface to re-level and weed.	March – September x 1 per month	7	100m ²	1,503
	Re-surfacing	Allow for resurfacing 50% of the area every three years	0.5 x 0.33	m ²	1,503
	Apply herbicide to kill weeds		1	100m ²	1,503
B6	Paved Areas – Yorkstone paving				
	Leaf clearance	By hand October – January 1 x per week	16	100m ²	431

	Re-pointing	As required – Provisional sum for 1 man day + materials each year			
B7	Bridge				
	Repaint/treat/replacement	As necessary provisional sum based on 10% of capital cost per year			1
B8	Litter bins				
	Emptying, disposal and keep clean	Assume included in the litter clearance rates			31
	Replacement	Allow for 1 no. replacement per year			
B9	Dog bins				
	Emptying, disposal and keep clean	Assume included in the litter clearance rates			9
	Replacement	Allow for 1 no. replacement per year			
B10	Seats /benches/tables				
	Repaint/treat	Once every three years - provisional sum	0.3	No.	63
	Replacement – picnic tables	Allow for 1 no. replacement per year			
	Replacement – benches	Allow for 1 no. replacement per year			
B11	Information Boards				
	Repaint/treat	Once every three years - provisional sum	0.3	No.	31
B12	Walls				
	Repairs as required e.g. re-pointing	As necessary – allow 1 x man day and materials per year – provisional sum.		m	612
B13	Pergola				
	Repairs as required	As necessary – allow 1 x man day and materials per year – provisional sum.			

B14	Metal knee rail				
	Repaint/treat/replacement	As necessary provisional sum based on 10% of capital cost per year	0.1	m	206
C	C. PLAYGROUND				
C1	Play Equipment, surfacing and railings				
	Inspect, maintain, repair and replace all structures in the junior playground	As required, allow provisional sum of 10% of capital cost per year.			
	Leaf clearance self (resin bound gravel surface) propelled motorized vacuum and disposal	October – January	16	100m ²	641
	Resurfacing (resin bound gravel surface)	Once every 10 years	0.1	m ²	641
	Snow and ice clearing (resin bound gravel surface)	Snow – 20-40mm deep, plough and then salt.	5	100m ²	641
	Allowance for topping up sand to play area	Assume 50mm required per year	1	m ²	1,305
	Repainting railings	Once every 3 years	0.3	m ²	144
C2	Water Feature				
	Inspect, maintain, repair and replace structure.	As required, allow provisional sum of 10% of overall capital cost per year.			
C3	MUGA				
	Replacement of ball stop fencing	1 x every 10 years	0.1	m	76
	Resurfacing	Once every 10 years	0.1	m ²	396
C4	MUGA Shelter				
	Repair/ replacement of shelter	Once every 10 years	0.1	No.	1
C5	Skate Park				
	Repair/replacement of skate park equipment including fencing	As required, allow provisional sum of 10% of overall capital cost per year.	0.1		
D	LAKE AREA				
D1	General Lake Maintenance				

	Remove all decaying vegetation, deleterious matter and general litter (across whole lake)	Spring – assume area of 1800m ² (approx. 10% of area)	1	m ²	1,800
	Remove invasive weeds, dispose arisings (across whole lake)	Summer – assume area of 1800m ² (approx. 10% of area)	1	m ²	1,800
	Remove dead/withering leaves, cut back leaves under water, dispose arisings (across whole lake)	Summer	1	m ²	1,800
	Removal and replacement of reed bed silt trap.	Once every 5 years remove and replace all vegetation – capital cost allowance			
D2	Lifebelts/ deep water signs				
	Replacement	Replace once every three years?	0.3	No.	1
E	BUILDINGS				
E1	Café - Pavillion				
	See Building Management and Maintenance Plan				
E2	External				
	See Building Management and Maintenance Plan				
E3	Internal				
	See Building Management and Maintenance Plan y				
F	OTHER				
F1	Lighting/CCTV				
	Inspect and repair as necessary	Quarterly inspections provisional sum			
F2	Litter picking				
	Daily to ensure clean and tidy appearance	Assume x2 operatives (7 day cover) over summer and 1.5 operatives (5 day cover) for the remainder of the year.			
F3	Graffiti removal				
	Remove	As necessary provisional sum			
F4	Vermin control				
	Rarely	As required			

		provisional sum			

5. MONITORING AND PLAN REVIEW

- 5.1. The Management Plan will be continually reviewed, revised and re-written. The cycle for the Management Plan is to:
- Write and adopt M&M Plan (this has been achieved 2008/2009)
 - Operate according to the aims and objectives held within the plan
 - Monitor the operation of the Management Plan
 - Review the working of the Management Plan
 - Revise and improve the Management Plan where necessary to reflect on-going developments such as visitor survey feedback and revised financial projections.
- 5.2. RBBC will be responsible for carrying out monitoring to ensure that maintenance work has been carried out satisfactorily. The Park Officer will be responsible for the day to day implementation of the Management Plan and will monitor maintenance standards within the park. He will also ensure that all other relevant council officers are involved in monitoring and review of management and maintenance work and the plan itself as necessary.
- 5.3. In addition the following methods of monitoring and review will be implemented:
- The Annual Parks Postal Survey will be used to monitor the success of the management plan.
 - The Green Flag Award annual feedback will be used to guide review of the Management Plan.
 - An annual report will be presented to the Friends Group who will feed into the monitoring and review of the plan and general standards of management/maintenance.
 - All key RBBC staff will hold an annual internal meeting to monitor standards, progress and review the management plan.
- 5.4. The Management Plan covers a period of 10 years following the completion of the restoration works. The 10 year period covers 2008/2009 to 2018/2019. It will be subject to continual review as it is used and RBBC will carry out a full review annually to enable any improvements and alterations to be made as necessary. The Management Plan will be formally rewritten in the 5th (2013/2014) and 10th (2018/2019) year after completion of the restoration works.

6. BACKGROUND INFORMATION

- 6.1. This chapter provides information which affects and informs the management of the park. Historic Ordnance Survey maps showing the development of the park can be seen in Appendix I.

SUMMARY OF HISTORICAL DEVELOPMENT

- 6.2. The complex history of Priory Park can be summarised into six primary design phases, illustrating the evolution of this extraordinary resource:
- 6.3. **Early History to 1535:** with a C12 deer park belonging to de Warenne, part of which was probably incorporated into Reigate Priory when it was founded in c1230 and a separate manor was established. The valuation at the Dissolution referred to meadows, ponds (Mill Pond and Park Pond), and a field called Spittlefield.
- 6.4. **1541 to 1681: Howard Ownership:** the Priory was adapted to a Tudor home and parts of the Priory were demolished. The Priory became the principal seat of the Howard family in the C16, and both parts of the park were then in the same ownership and occupation. In addition to the deer parks there was a rabbit warren. Timber was felled in the park in the early C17.
- 6.5. **1681 to 1766: Parsons Ownership:** the earliest detailed plans for the park and gardens date from this period. A sketch map of c1720s (SHC 371/2/8/3/4), and Rocque's maps of 1762 and 1768 (SHC) show the development of the landscape during this period from the simple layout in the early C18 with a new entrance, an avenue, walled gardens (east of the house), ponds, ice house, meadow and park, to the elaborate design shown in Rocque's plans and in more detail on a 'Survey of the Priory and Lands adjoining...belonging to Rich Ireland Esq' c1766-70 (SHC Zs/210/1-2), with a wilderness along the east boundary, a bowling green and wilderness to the east of the house, a cherry orchard and walled kitchen gardens to the north, a knoll in a pasture with walks around the edge to the west, and circular clumps of trees on the Lawns to the south. Although this design is not shown on plans until the 1760s, stylistically it appears similar to designs from the 1730s and 1740s, and was therefore probably for Humphrey Parsons (between 1717 and 1741), or Sarah Parsons (between 1741 and 1759).
- 6.6. **1766 to 1808: Ireland, Jones, and Mowbray:** no major changes to the landscape are recorded during this period. The West Front house was altered in 1802 for George Mowbray, and by this date the gardens may have been simplified.
- 6.7. **1809-1921: Somers:** in the 1850s estate improvements were carried out by the architect, Henry Clutton, to lay new roads, sewers and drains in the park. William Eve's plan of the Parish of Reigate (SHC 3537/2/8) shows a simplified landscape, with lawns to the south and west of the house (including Ice House Meadow with the central knoll) extending almost to the house, and the park beyond the lawns to the south. The gardens are largely to the north of the house, with one small area immediately to the south-west of the house. These are laid out as shrubberies and

with geometric beds. A new kitchen garden had been made to the north. In the park the ponds had been simplified and the avenue had been removed. Lady Henry Somerset further altered the landscape by changing the main entrance from Bell Street to Park Lane. The house was extensively altered and enlarged, new garden areas were laid out to the south and west of the house, and a 9 hole golf course was laid out towards the Priory Pond.

- 6.8. **1921-2000:** during this final phase further garden areas were added and a swimming pool and new stables were built (all by the 1930s). Since the mid C20 the gardens have been further altered and simplified and new areas have been laid out (see p25 of the HLS & MP for more details).

LAND OWNERSHIP

- 6.9. The park is owned by Reigate and Banstead Borough Council. The Priory and some of the surrounding land is leased to Surrey County Council for use as a school on a 125 year lease (see Figure 1.1).

BYELAWS

- 6.10. A set of Byelaws were established by RBBC which were made under section 164 of the Public Health Act 1875 and sections 12 & 15 of the Open Spaces Act 1986 with respect to Priory Park. The Byelaws address the following issues:

• Vehicles	• Climbing	• Fires	• Games
• Overnight Parking	• Removal of structures	• Children's Play	• Trading
• Horses	• Erection of structures	• Children's Play apparatus	• Grazing
• Camping	• Protection of flowerbeds, trees, grass etc.	• Removal of substances	• Archery
• Field Sports	• Golf	• Cricket	• Skateboarding & roller skating
• Missiles	• Waterways (Bathing, Pollution of waterways, Watercourses, ice skating, boats, interfering with life saving equipment)	• Aircraft	• Fishing & Protections of wildlife
• Noise	• Public shows & performances	• Exhibitions & structures	• Gates
• Obstruction	• Savings	• Removal of	

		offenders	
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- 6.11. The latest version of the Byelaws were signed in March 2001 and appear in Appendix 2.

TOPOGRAPHY AND GEOLOGY

- 6.12. The land falls gently from the site of the Priory (approximately 80m AOD) in the east down towards the lake in the west (approximately 74.4m AOD). Park Hill rises sharply to 131m AOD to the south.
- 6.13. The site overlies three divisions of the lower greensand and to the north, the lower area is undertaken by the oldest Folkstone Beds, the ridge to the south is formed of the Sandgate Beds, and these overlie the Hythe Beds. Some small outcrops of Hythe Beds occur on the higher points of the Ridge. Additionally, Atherfield Clay is found below the ridge to the south.
- 6.14. The area that surrounds the deep cutting of Park Lane through the Sandgate and Hythe Beds is classified as a Regionally Important Geological Site (RIGS).

HYDROLOGY

- 6.15. The lake lies in a natural depression to the west of the park and is approximately 200m long and 100m wide. The three remaining islands to the south of the lake mark its original southern boundary and archive drawings show that there was an ornamental pond to the south of the main lake and that the two gradually combined into one body of water. In addition there were four further ponds to the south west of the lake which were filled in leaving low lying ground now covered by tree growth.
- 6.16. There is a culverted watercourse running generally east to west through the middle of the park. Before the restoration a 300mm diameter by-pass diverted surface water flow into the lake. The overfall from the lake and the culverted watercourse discharge into a main river watercourse to the west of Park Lane.
- 6.17. A more detailed assessment of the lake can be found in Priory Pond Hydrological Investigation (June 2005 – ref. 16140) by Peter Brett Associates.

LANDSCAPE DESIGNATIONS

- 6.18. The following designations apply to Priory Park:
- Metropolitan Green Belt.
 - Conservation Area, Reigate Town Centre; includes the Priory and surroundings and northern belt.
 - English Heritage Register of Parks and Gardens of Special Historic Interest Grade II.
 - Area of Special Historic Landscape Value: SCC Countryside Strategy.
 - Park Lane: Regionally Important Geological Site.

Listed Buildings:

- The Priory: Grade I and Ancient Monument.
- Garden Wall of Reigate Priory: Grade II.
- Priory Park north wall: Grade Ic.
- Priory Lake Cottage: Grade II.
- Park Cottage (Keeper's Cottage): Grade Ic
- 7 Park Lane gate piers: Grade II. Piers C18 restored C20.

ARCHAEOLOGY

- 6.19. Priory Park is rich in archaeological remains. The earliest known archaeology includes Bronze Age finds, while many features relate to the site's medieval use as a Priory and deer park, and to the later designed landscape, appendix 3 contains a plan indicating the archaeological features of the park.

Archaeological sites:

Several sites are listed in the Historic Environment Record:

- Reigate Park
- Reigate Priory and Hospital
- Late Bronze Age Bronze Hoard
- Reigate Priory (park)
- Late Bronze Age barbed spearhead
- Prehistoric pottery

Designated Archaeological Sites:

- AM119 Ancient Monument; Reigate Priory (main-south-building only)
 - R20 SHAP (Site of High Archaeological Potential): Reigate Town Centre: includes Priory and immediate surroundings
 - 3120 Site of High Archaeological Importance: monastic outbuilding north east of Priory.
 - R14 Potential SHAP: garden areas west of Priory
 - Potential SHAP: pond and previous ponds and plantation to south and west
 - Potential Site of Archaeological Importance: site of ice house
 - Potential Site of Archaeological Importance: medieval bank and ditch
- 6.20. Surrey Archaeology Society kept a watching brief throughout the restoration works and have recorded numerous archaeological remains including greensand walls, brick walls and culverts. The removal of the steps down to the sunken garden revealed a portion of a possible semi-circular footing, which may relate to an apsidal structure similar to a structure that could be found at the end of a church. The Society are

currently developing a full archaeological report for the park which will be published later in 2008.

ECOLOGY

- 6.21. The Surrey Wildlife Trust (SWT) management plan report (2004) describes the habitats and species present at Priory Park. The Trust carried out a number of wildlife surveys to record plants, birds, bats, reptiles, amphibians, invertebrates, bryophytes and fungi present in the park. A summary of the findings of the survey is provided below.

Habitats

- 6.22. The SWT report confirmed the following habitats present within the park:
- Formal garden
 - Amenity grassland
 - Lowland unimproved grassland
 - Wildlife strip and meadow
 - Shelterbelts
 - Woodland
 - Dry valleys
 - Lake
 - Hedgerows
- 6.23. There are ten Habitat Action Plans (HAP) for Surrey of which there are four that are of relevance to Priory Park:
- Woodland
 - Wood Pasture & Parkland
 - Lowland Unimproved Neutral and Dry Acid Grassland
 - Urban
- 6.24. The lowland unimproved acid grassland along the Ridge represents the best area of grassland. These grasslands are rare in the South East, are a National Priority Habitat Action Plan habitat and are included in the Surrey HAP of Lowland Heath and Lowland Unimproved Neutral and Dry Acid Grassland.

Botanical Survey

- 6.25. The botanical survey recorded 207 vascular plant species during summer 2004 and identified 17 Ancient Woodland species, found mainly in the western part of the woodland. The Ancient Woodland species are strongly associated with woods that have been continuously wooded for over 400 years. The species recorded are:
- Wood Anemone
 - Pendulous Sedge
 - Remote Sedge
 - Hornbeam (some planted)
 - Pignut
 - Giant Fescue
 - Creeping Soft-grass

- Bluebell
- Holly
- Stinking Iris
- Wood Melick
- Three-nerved Sandwort
- Wood-sorrel
- Wood Meadow-grass
- Aspen
- Barren Strawberry
- Wych Elm (planted)
- Red Current (recorded in 1999)

Bird Survey

6.26. A total of 52 bird species were recorded in the 2004 survey, of which 13 are of Conservation Concern, 10 on the Amber List and 3 on the Red List.

Red List species recorded include:

- Common Linnet
- Song Thrush (breeding on site)
- Common Starling (breeding on site)

Amber List Species:

- Mute Swan (breeding on site)
- Common Kestrel (breeding near to site)
- Common Kingfisher (breeding near to site)
- Stock Dove/Pigeon (breeding on site)
- Common Cuckoo (breeding on site)
- House Martin (breeding near to site)
- Green Woodpecker (breeding on site)
- Hedge Accentor (Dunnock) (breeding on site)
- Willow Warbler (breeding on site)
- Goldcrest (breeding on site)

6.27. In addition out of the 52 species recorded, 23 are on the Biodiversity Conservation Concern List (BAP3), with only one on the BAP Priority List (BAP1) (see SWT report for full list of species).

Bat Survey

6.28. At least six species of bat were confirmed on site:

- 45 kHz pipistrelle
- 55 kHz pipistrelle
- Long-eared
- Serotine
- Noctule
- Daubenton's

- 6.29. There is a strong possibility that a seventh species (whiskered or Brandt's) was also present.
- 6.30. Serotines are a key species in Surrey and Priory Park forms a regularly used foraging ground for this species.
- 6.31. The Lake provides an excellent foraging area for four species especially Dauberton's and 55 kHz pipistrelles. Mature oak trees on the southern slope of Park Hill wood were also found to be an important foraging area.
- 6.32. The surveys did not reveal roost sites but did note strong evidence of flyways and the time of emergence suggest that at least three species did have roosts on site.

Mammal Assessment

- 6.33. Only six types of mammals were detected at the park:
 - Fox
 - Roe Deer
 - Mole
 - Rabbit
 - Grey Squirrel
 - Field Vole
- 6.34. Although a full survey was not undertaken it is thought that habitat types and visitor numbers may inhibit diversity and population size.
- 6.35. Previous records from within 1 kilometre of the site indicate that species including Hedgehog, Weasel and Common Doormouse could be using or may use the site in future.

Reptiles & Amphibian Survey

- 6.36. Overall there were very limited reptile sightings with Grass Snake being a species noted. Slow-worm, Common Lizard and Adder could also occur on site but the lack of records suggests few reptiles actually occur within the park, this perhaps is linked to habitat management and human pressure.
- 6.37. The presence of Three-spined Stickleback in the Lake means that it is unsuitable as a breeding location for Great Crested Newts. The Lake may be a suitable breeding location for Common Frogs, Common Toads and Smooth Newts however the large numbers of wildfowl restrict this potential.

Invertebrate Survey

- 6.38. Nearly 330 species of insects, spiders and other invertebrates were recorded including many local species of restricted distribution. Nine species recorded are Red Data Book species, these include:
 - *Athous subfuncus* (RDB3 – rare)
 - *Dorycera graminium* (RDB3)
 - *Gymnosoma rotundatum* (RDB3 – Rare, provisionally)
 - *Hedychrum niemelai* (RDB3)

- *Philanthus triangulum* (RDB2)
- *Andrena florum* (RDB3 – Rare)
- *Aphanus rolandri* (NA)

6.39. The fringe of young trees along the open ground of the Ridge is a good habitat for invertebrates. Comparatively little was found on the densely wooded slopes or on the trees around the playing fields.

Bryophyte Survey

6.40. Approximately forty species of bryophyte were recorded. The low number of species can be attributed to the lack of wet and humid habitats, the lack of calcareous substrates and the relatively recent origin of moist habitats. Atmospheric pollution may have resulted in the loss of some species in the past.

TREE SURVEY

6.41. All woodland locations within the park and canopy edges of woodland have been recorded as on the Topographic Survey of the Park. Details on the composition of the woodlands appears in the SWT document (October 2004) and a copy of the tree survey appears in Appendix 4.

BUILDINGS

6.42. The Buildings within Priory Park include:

The Priory: Grade I Listed building and Scheduled Ancient Monument currently used as a school.

The Café Pavilion: Built as part of the restoration of the park, the café pavilion is situated in a prominent location in the centre of the recreation core providing facilities and information for park users.

6.43. Prior to the restoration of the park the following built structures were also present, (these features were demolished as part of the restoration works):

The Pavilion: Dated from the early years of the public park and currently served as a public toilet.

Lacrosse Hut: Constructed in the late 20th century and latterly let as a refreshment kiosk.

Air Raid Shelter: Concrete structure dating from the Second World War.

POLICIES AND STRATEGIC CONTEXT

Policies and Strategic Context

6.44. The Priory Park HLF bid was represented in the Borough Council's highest priority policies and operational plans:

- The Borough Council is currently working with the local community to develop a **Community Plan** for Reigate and Banstead "*Your Community – Your Future*", which sets an agenda for public bodies and the Borough Council's own

Corporate Plan over the next five to ten years. The Community Plan is currently being reviewed to produce a 15 year Plan.

- The Community Plan identified the funding bid to restore and enhance the landscape and facilities of the Borough's flagship park, Priory Park and Reigate Priory Building as a priority.
- An aim of the Corporate Plan 2006-2009 was to ensure that by 2009 the Council will have worked with their partners to enable access to a range of quality leisure, cultural and sports facilities by (amongst other actions) completing the restoration of Priory Park.
- **The Best Value Performance Plan 2003/4** identifies work to prepare the Stage 1 HLF bid for Priory Park as an 'achievement'.

6.45. Areas of improvement identified for Parks and Open Spaces arising from **the Best Value Review** process include:

- Review current contract arrangements
- Develop a Parks Strategy
- Use emerging census information to rationalise play provision location
- Implement a parks hierarchy to target resources more effectively
- Produce a site management plan for each site

6.46. The Borough Council aims to meet targets set by **Local Agenda 21** including sustainable development.

6.47. National and County level **Biodiversity Action Plans** set targets for habitat and species management within the Borough, at a strategic, planning and practical management level. Of particular significance to Priory Park is the National Lowland Heath Habitat Action Plan, and also the Surrey Parkland, Woodland and Open Water Habitat Action Plans.

Parks and Open Space Policy

6.48. The RBBC Parks and Open Space Policy (2004-2007) document identifies the parks and open space service links to the Council's aims and objectives. It states that the Council's Corporate Plan "Shaping the Future" sets out the vision, principal objectives and the priorities and performance measures for 2003-2006.

6.49. A number of actions are identified which includes:

- Site based grounds maintenance staff are to be retained at Priory Park.
- Area based use of staff to be investigated to achieve a higher number of staff on the ground during peak public use.
- Parks and Open Space trees to be surveyed and proactively managed.
- Site Management Plans to be written for all high priority parks.

Open Space Assessment

- 6.50. RBBC are currently undertaking a review and assessment of open space provision within the Borough. The assessment will be used to feed into the Supplementary Planning Document and to guide policies for the core strategy.

SOCIAL CONTEXT – USE AND EVENTS

Friends of Priory Park

- 6.51. The Friends of Priory Park is a community group of local people who are park users and have an interest in its future. The working committee are all volunteers who want to see the successful restoration of the park and to ensure its long-term management and maintenance. The aims of the Friends are to:
- promote the appropriate use of Priory Park for heritage, environment and leisure purposes
 - to advise and liaise with RBBC to manage and improve the park
 - to act as an independent advocate for users and interested parties in the development and improvement of the park
- 6.52. Meetings are held frequently throughout the year with officers from RBBC to discuss the management of the park, to highlight any issues and to plan events and activities.
- 6.53. The Friends actively seek new members and play an important role in the promotion of the park. They have recently organised two competitions encouraging people to take an active interest in the park.
- 6.54. The Friends also produce a monthly newsletter, which is sent by post and email to all members of the group. The newsletter contains minutes from recent meetings, articles about activities, reports about the progress of the restoration works and events in and around the park. A website for group has also been developed and is updated regularly. The most recent newsletter can also be downloaded from the website.

User Groups and Stakeholders

- 6.55. The Audience Development Plan estimates that Priory Park has approximately 171,000 general visitors, 14,500 attending activities and events, and an additional 4,500 using sports pitches amounting to a total of 190,000 visitors each year. This figure does not take into account Reigate Priory School. The overall visitor numbers for the park may appear deflated as it does not serve as a significant through route. Many similar parks generate considerable usage (up to 20% of the total) through the cross routes they offer from one side of the park to the other.
- 6.56. Current user groups and stakeholders include Sports teams (football teams, local secondary school cricket) Surrey Gardens Trust, Park Lane Residents Association and Priory School.

Current main events are:

- 6.57. **Reigate Summer Music** (annually in July). A 2-3 day music festival which attracts an estimated 12,000 people onsite, approximately half of whom do not hold tickets. Substantial disruption along the lines of a typical festival. There are heavy vehicle movements and associated damage/reinstatement. The existing access via Park Lane is inadequate and leads to annual complaints about damage to verges etc. It is unable to cope with the substantial equipment required e.g. main stage and subsidiary vehicle trailers, food concessionaires, scaffolders, portaloos, etc. as well as public access to parking areas. Heras fencing is erected around the concert arena and temporary power, toilets and staging are set up. Stewarding is required for crowd control and traffic management. There is car parking on the school playing field and VIP parking near the arena. The promoters are required to pay for making good damage to the grass.
- 6.58. There are substantial issues with litter, anti-social behaviour (outside arena) BBQ's on grass – grass burnt / reinstatement issue. Staffing is required for the normal park toilets throughout the festival. There is an issue of inadequate toilet provision for the 'free loaders' there is no way to keep them out of the park and the organisers do not provide WCs for non-paying visitors.
- 6.59. **Celebration weekend.** To celebrate the completion of the Heritage Lottery-funded restoration of the Park a weekend of events was planned for 19 & 20 July 2008 to coincide with the annual Reigate Summer Music event. The celebration weekend included guided tours and activities linked to the park's history and coaching sessions including a skateboarding demonstration and competition in the new skate park and croquet taster sessions on the new croquet lawn.
- 6.60. **YMCA Fun Run** annually in May has minimal impact. Requirements are roping off route, litter pick after the event and a requirement for additional toilet provision. A PA system is required so generators are present. Organisers do the rest including marquees etc.
- 6.61. **Reigate Sports Festival** "come and try" day (annually in May). This is now co-organised with the YMCA fun run. The event causes some disruption, but it is manageable. Sports "plots" are marked out prior to the event and some vehicle related damage is to be expected. There are vehicles on site-issues about driving down paths etc to get to allocated sites.
- 6.62. In addition to these larger scale events, there are a number of smaller events and a number of athletic events including cross-country races. RBBC are currently developing a long-term strategy for events.

Current usage of park

- 6.63. **Formal recreational use:** includes playing fields marked out for football, cricket and athletics. There are also hard surfaced courts for tennis, basketball and a skateboard ramp. Large formal sports events are held at the park as identified above.
- 6.64. **Informal uses:** includes a well used children's playground, walking, dog walking, jogging, cycling, mountain/BMX bike riding (unauthorised, contrary to byelaws) on

steep slopes, informal ball games, picnicking, reading/contemplation, feeding the ducks and eating at the café.

- 6.65. **Educational use:** The Priory School use the park for many activities including mini beast/scavenger hunts, environmental change, orienteering, den building, bonding activities in woods, blindfold trail in woods, maths drawing of lake and art.

Memorial trees and benches

- 6.66. There is very limited scope for allowing the planting of Memorial Trees within the Priory Park, with space limited to the arboretum. Any additional tree planting within this area should be consistent with the concept of an arboretum considering existing species and the availability of space once all planting has matured. There is potential for Memorial plaques to be fixed to benches, although this is also restricted to the existing number of benches.

7. SIGNIFICANCE OF THE LANDSCAPE

- 7.1. This chapter presents the statement of significance which highlights the special qualities and attributes of Priory Park.

AN HISTORIC LANDSCAPE

- 7.2. The importance of the Priory Park relates in part to its extensive and complex landscape history (12th to 19th century), and in particular the survival in part of some of the features from the early period. However perhaps the greatest significance stems from the quality of the early to mid C18 design, much of which is still both apparent and intact. The historic importance of the landscape is recognised by its inclusion in the English Heritage Register of Parks and Gardens of Special Historic Interest at Grade II, the designation of the Priory as a Scheduled Ancient Monument and through the listing of a number of buildings and structures including the Grade I Listed Priory. Priory Park also forms part of the Reigate Town Centre Conservation Area.
- 7.3. Although the work carried out in the 18th century is not associated with any particular known individual, it bears the hallmarks of a professional designer. The wooded hills together with the parkland with its veteran specimen trees create a 'picturesque' landscape, which is recognisably of historic importance. This 18th century landscape forms a natural extension to the surrounding Surrey Hills and provides an exceptionally sensitive interface between this natural landscape, and the more formal gardens, which provide the immediate setting of the house.
- 7.4. The 18th century layout was simplified in the early to mid 19th century, and then further altered with the overlay of new garden areas in the late 19th century. The later work was carried out for Lady Henry Somers, and is probably to her own design, but with the help of John Hungerford Pollen for the detailing of certain architectural features. The formal Victorian character of Lady Somers' Sunken Garden was later, in 1905, substantially changed by her son with the planting of pollarded lime avenues and yew hedges. The resulting gardens were typical of the period with a formal structure but informal planting. The 19th and early 20th century

design has itself been altered and simplified by further landscape works since the acquisition of the park by Reigate Corporation in 1945.

- 7.5. Whilst the mid 18th century period represents the most important design phase, the late 19th century work undertaken by Lady Henry Somers is an important and valuable addition to the site's rich history, which is appreciated by park users today.

OTHER INTERESTS

- 7.6. **Ecological value:** the Surrey Wildlife Trust management plan report (2004) describes the habitats and species present at Priory Park. Of particular interest are:

- The lowland unimproved acid grassland – rare in the South East, it is a National Priority Habitat Action Plan habitat and is included in the Surrey HAP of Lowland Heath and Lowland Unimproved Neutral and Dry Acid Grassland.
- Botanical diversity and rarity – 17 Ancient Woodland Indicators (those that are strongly associated with woods that have been continuously wooded for over 400 years) were recorded during the summer of the 2004 vascular plant survey which recorded a total of 207 plant species.
- Bird diversity and rarity – 52 bird species were recorded in the 2004 survey, of which 13 are of Conservation Concern, 10 on the Amber List and 3 on the Red List.
- Bats - Seven species of bat were recorded as using the Park in the 2004 survey including Pipistrelle, Serotine, Brown Long-eared, Daubenton's, Noctule and either Whiskered or Brandts.
- Invertebrates – a great number of insects were recorded in the 2004 survey of which 9 are Red Data Book species.

- 7.7. **Access, recreation and educational value:** the park is well used by members of the local community and visitors to the town who come to use the wide range of facilities/features (playground, sports pitches, lake, wide open space, woodland), attend events, or partake in more passive recreational activities. The park is well used by Reigate Priory Junior School and has great potential for being interpreted for all levels of education.

8. THE RESTORATION

- 8.1. The restoration proposals for Priory Park were developed and implemented over a five- year period. The Stage I proposals for the restoration of Priory Park were submitted to the HLF in 2003 and then developed further and submitted as part of the Stage II of the HLF process in 2005. Construction works to restore the park began in February 2007 and were completed in May 2008. This chapter highlights the need for the park's restoration and provides details of the restoration works by character area.

THE NEED FOR RESTORATION

8.2. The Stage I & II HLF application reports and others including the HLSMP, Best Value review and Site Audit recognised that the structure and fabric of the park had been eroded over time. This has been due to a number of reasons including:

- Insertion of new features and functions without a full understanding of the historic landscape structure and function of the park.
- Lack of investment in maintenance and repair of major items such as the lake, historic structures, planting schemes, woodland areas.
- Vandalism and misuse.
- The standard Borough-wide specification which did not take account of the special nature of the park and which was difficult to monitor constantly.

These issues were resolved by:

- Developing a Masterplan, which recognised the designed landscape and the functions it must house.
- Employing appropriately skilled staff and providing training so that the park's essential qualities are understood.
- Changes to site management to improve understanding and to promote greater security on site.
- Carrying out major items of repair and plan for ongoing maintenance.
- Developing a site-specific maintenance programme and securing adequate resources.

RESTORATION WORKS

8.3. The restoration works were completed in May 2008. The proposed philosophy behind the park's renaissance was to preserve and restore existing remnants of the 18th century landscape whilst reintroducing appropriate 'lost' features from this period. At the same time it was proposed to restore those elements of the late 19th century gardens forming the immediate setting for the Priory, which are appropriate to early 21st century use, to delight contemporary park users.

8.4. The overall layout of the formal gardens was reviewed with the aim of accommodating more sensitively the range of 21st century uses and facilities, all within a framework which is recognisably late 19th century in style; those elements of the gardens which do not contribute to a more coherent whole were removed.

Key Principles of the Masterplan

- Reinstating primary elements of the **C18th Landscape**.
- **Simplifying geometry** of paths and open spaces.

- Providing a clear setting for the new **Café Pavilion**.
- Integrating **modern play and recreation facilities** harmoniously within the historic core.
- Enhancing primary features of the **19th century garden**.
- Providing a clear and realistic vision for **future management**.
- Restoration of the **lake**.

Summary of the restoration works and management objectives by Character Area

8.5. Figure 4.1 divides the Park into 5 character areas. This chapter will provide a description of each area, followed by an outline of the restoration works and ongoing maintenance objectives. The restoration masterplan appears in Appendix 7. The character areas are:

1. The Priory Environs / Pleasure Ground and the Recreation Core
2. The North and East Perimeter Woodlands
3. Priory Lake
4. South and West Lawns
5. Reigate Park

1. The Priory Environs/Pleasure Ground and the Recreation Core

8.6. This area is the setting for the House which originated as a 13th Century Priory and was remodelled in the 18th century as a classical country house with additions made in the late Victorian period. The gardens were developed by Lady Henry Somerset in the late Victorian / early Edwardian period and later altered by the Local Authority for public use. The Grade I listed Priory building dominates the area.



- 4.7 The Priory and Gardens can be further divided into a series of sub-character areas in order to describe restoration works and maintenance objectives:

Restoration works

Priory Lawns

- A large formal quadrangle within a simplified path structure replaces the former hard court facilities and other C20th remnants, including the in-filled pool and Italian Garden.
- The formal lawns form the setting for the new café/pavilion.
- The rotunda shape of the building is echoed in a series of mixed grassland management regimes (bulbs in grass – spring flowering) linking to the architectural concept.
- The formal lawns have transformed the heart of Priory Park and provide the space necessary to allow the Priory to “breathe”.

Reinstatement of C18th Broadwalk and Causeway

- Together these additions have formed the “backbone” of the park refurbishment:
- The raised Causeway, formerly the carriage drive, planted with limes defines the edge between Priory Park’s core and the fields.
- The new Broadwalk, planted with limes follows the line indicated on the C18th survey and continues to line through to the Petanque square as its terminus.
- The former lime avenue trees have been transplanted and grassed over.

Cherry Orchard – Teenage Area

- This space accommodates a Multi-Use Games Area (MUGA), a skating and BMX bowl and shelter for spectators.
- These facilities have been integrated amongst a small grove of flowering cherries.
- A new approach from the supermarket has been developed to signal this major approach to Priory Park.
- The open grass area north of the orchard has been preserved for informal recreation.

Junior Playground

- The existing playground has been relocated adjacent to the new Priory Lawns/café and other recreational facilities to the north.
- The new play area provides modern, un-intrusive play equipment set within a temperate garden style planting, including bamboo, dogwood and grasses.

- The main feature of the play area is an Armada shipwreck scene with a water play feature running alongside.

Monks Walk & Tea Garden

- Monks walk and the Tea Garden are important additions to the Priory Gardens and are first recorded in the 1914 Ordnance Survey.
- They mirror their original state, photographic records were used to guide the restoration.
- The restoration works included the renovation of the stone seat at the terminus of Monk's Walk and replacement of the existing conifers with clipped Yew hedges.

Priory Garden & Parterre

- The existing plum yew (*Podocarpus andinus*) topiaries have been retained and new standard topiary trees line the central path running between the Priory and Parterre Gardens.
- A parterre has been created in the sunken garden along the lines of the original scheme, dating from 1886, using geometric planting patterns and topiary.
- The hedge, which surrounded the garden, separated the space, interrupted views to the Priory and created a feeling of insecurity to park users. The restoration works included the removal of the hedge. This has transformed the garden and is now inviting to park users.
- The stone seats and central pool have been fully restored with the pool having a new fountain display.
- The Priory is currently in the process of renovation. Once completed, climbing plants will be reinstated and vine wires reconditioned to provide support for the new plants.

Wilderness Garden

- The remnants of the early C20th arboretum have been harnessed to guide the development of the Wilderness Garden. Unusual trees and flowering shrubs have been planted to complement existing specimens.
- The garden provides an alternative entrance experience, and also plays a role in the restructuring of the tree cover within the Priory setting. There is potential within the Wilderness Garden to develop and add to the existing planting scheme.

Car Park

- The layout of car park spaces has been revised within rows of hornbeam.

- Improved layout of pedestrian entrance separated from carriageway.
- The air raid shelter and some adjacent trees have been removed and the car park has been extended southwards to compensate for loss of parking spaces by pedestrian entrances.

Entrance Improvements

- The pedestrian layout from Bell Street has been improved (see above).
- New gateway and boulevard linking park and supermarket route.
- Interpretation and new directional signs provided at major park entrances and other primary locations.

East Wing Shrubberies

- A new footpath has been installed to line through with the symmetry of the paths in the Priory Lawns.
- The cornelian cherries have been retained and undergrowth cluttering the spaces around these and other retained specimens removed and replaced with low-growing shrub and herbaceous plants.
- A new hornbeam hedge has been planted replacing the existing low hedge backing onto the car park. The beech hedge around the croquet lawn has been preserved and gaps replanted.

Management objectives

- Maintain the Priory Lawns to produce a fine turf finish appropriate to the setting of the Priory. Varied grassland management regimes will result in a series of circular 'meadows' within the formal lawn, which relate to the architectural concept of the Pavilion.
- Maintain the Broadwalk to reflect its importance in the 18th century landscape parkland by maintaining the restored avenue planting. The avenue planting will be grown to mature 'forest tree' form.
- Manage the Cherry Orchard area to provide a well maintained MUGA for use by teenagers and ensure that the flowering cherry grove is maintained to enclose this area of activity.
- Manage the junior playground for children aged up to 14 years old and ensure that the temperate garden planting is well maintained.
- Manage Monks Walk and the Tea Garden to reflect its historic importance within the Priory Gardens. Features of the gardens, including the herbaceous borders, yew hedging, York stone paving and historic furniture, have been restored to reflect their late 19th century appearance, and will continue to be maintained to a high standard appropriate within this formal area.

- Manage the Priory Garden and Parterre to reflect the high Victorian spirit of the gardens. The Parterre bedding and herbaceous plants, the topiary, York stone paving, box hedging, shrubberies, pool and fountain will continue to be maintained to a high standard appropriate to this formal area. There will be no further provision of seating within the garden to preserve the view to the south of the park, which has been created through the removal of the hedging.
- The Wilderness Garden will be managed to reflect its historic origins as a late 19th century arboretum with new 21st century additions in the form of the Wilderness Gardens. The tree cover within this area must be maintained as an important element in the setting of the Priory. The tree cover will be managed to provide a mix of open and closed canopy conditions.
- The car park will be managed to provide effective vehicular access to the park.
- All gateways will be maintained to provide easy access into the park.
- The East Wing Shrubberies will be managed to provide a pleasant pedestrian route along the eastern façade of the Priory. Low growing shrubs and herbaceous planting will be maintained to give an attractive, neat and tidy appearance.
- Ensure that clear and safe access is maintained throughout the area.
- Maintain all boundary features (including the ha ha) to have a neat appearance and in a sound condition.
- Features to enhance biodiversity interests will be maintained to maximise their nature conservation value.

2. The North and East Perimeter Woodlands

- 8.7. The northern woodland belt originally formed part of the kitchen garden in the late 18th century and by 1871 the southern strip was planted as woodland. By 1914 the northern strip of woodland was planted and the current path layout established. The original function was as a perimeter belt to the landscape park and it now provides an effective screen to the town to its north and also provides walks.
- 8.8. The eastern perimeter belt was established as an ornamental wilderness/woodland belt with walks by 1762. The function was as a perimeter belt to the landscape park and it now provides a screen to the traffic of Bell Street and it contains well-used paths.

Management objectives

- The perimeter belts should be managed to reflect their historic character and to ensure that they continue to provide an effective visual screen on the edge of the park.
- Ensure that clear and safe access is maintained throughout the area.
- Maintain all boundary features in a sound condition.

- The SWT plan recommends maintaining as woodland.
- Ensure trees are maintained for health and safety.
- Maintain the sward underneath the tree canopy as spring flowering meadow grass.
- The existing structure of the woodland area between the Priory and the supermarket will be conserved and additional tree planting avoided creating a valuable understory habitat and conserving visibility.

3. Priory Lake

- 8.9. Ponds have been recorded in this area of the park throughout its history. The current lake appears to have been formed from a large pond and a thermometer shaped pond recorded in the c.1770 map. This map also records a number of small ponds to the west of the area which had disappeared by the late 19th century. The woodland grove was established by 1770 and contains some fine specimens of this period. An ornamental bridge once existed over the sluice which is now a concrete and metal structure. The lake and associated planting were important elements of the mature late 18th century park.

Restoration works

The Lake

- The silt has been removed from the lake to restore the water depth, enhancing biodiversity and eliminating the odour nuisance during summer months.
- Formal bank protection using options including hazel faggots or pre-planted coir fibre rolls have been installed.

Picnic Area

- Inlet pipes have been connected to the surface water sewer and discharge into the inlet structure formed as an elongated reed bed.
- A masonry stone wall defines the realigned edge of the lake.
- The picnic/feeding area has been extended and resurfaced in gravel.
- Seating and interpretation has been provided.

North Bank

- The lake edge has been reinforced using a combination of masonry and soft edge reinforcement.
- The meadow area has been expanded.

Lake outfall

- A new timber decked walkway with timber handrails have been placed over the metal and concrete structure.

- Marginal planting shelves have been constructed in the lake at either end of the walkway to frame views back to the lake.

Islands and woodland edge

- New marginal planting shelves have been constructed to protect against further erosion and as a haven for nesting birds.
- The upper track has been surfaced in self-binding gravel.
- Tree canopies close to the water's edge have been lifted allowing greater light penetration to the woodland floor.
- A marginal shelf has been created along the line of the former 18th century promenade and planted with reeds.

Boundaries

- The hedgerow has been gapped up under the existing Environmental Stewardship Scheme along the Park Lane Boundary with the exception of the informal entrance to the north.

Eastern lake edge

- Fallen trees and scrub have been cleared and a new meadow established and has been graded down towards the waters edge.
- A new footpath has been installed to connect with the upper track to the south of the lake.

New park entrance

- The original 18th century avenue has been restored with its western terminus being located just within the Park Lane boundary with an informal link to the existing access point. The new avenue is 5m wide and surfaced in resin bound gravel (fibredeck). The avenue is formed of lime trees planted at 10m centres.

Service access

- A 4m wide service access from the existing entrance off Park Lane has been constructed using a reinforced grass system. A gap in the avenue enables service / events vehicles to access the park and the Broadwalk crossing has been marked and reinforced.

Management Objectives

- Maintain the extent of the lake following restoration works to conserve its scale in the setting of the 18th century landscape park.
- Maintain the restored 18th century lime avenue.
- Ensure that the water quantity and quality is of a high level by maintaining the new drainage system (to collect and carry water to the lake to increase the catchment contribution).
- Maintain the woodland to the south of the lake as an 18th century grove containing common lime, sweet and horse chestnut.

- Discourage dog owners from allowing their pets into the lake through signage which highlights the sensitivities associated with the bird nesting season (March – August).
- Discourage the feeding of ducks through signage which highlights the damage caused to the biodiversity of the lake by enrichment.
- Maintain clear and safe access along all paths.

4. South & West Lawns

- 8.10. This area is likely to have formed part of the deer park before the Priory was established. Early mapping records an area that was divided into fields and lawns defined by ditches. By 1762 tree clumps had been established and boundaries became less marked over time. The planted knoll appears on historic maps dating to the mid 18th century and remains an important visual feature. Avenues and tree clumps were a particular feature of the 18th century park, with some tree clumps still remaining in the landscape today. The Prospect Walk was laid out in the early 18th century to provide a semi-formal terraced walk along the southern boundary of the character area.

Restoration works

- The Broadwalk and Causeway Avenues have been restored with lime trees planted at 10m centres.
- Replacement tree planting has been carried out on the Knoll.
- Playing pitches have been relocated to allow uninterrupted views from the Priory building.

Management Objectives

- Manage the Broadwalk, Causeway Avenues, and Knoll planting as important features of the 18th century landscape park. The avenue planting will be grown to mature 'forest tree' form.
- Manage the Prospect Walk as an historic feature and re-connect with the late 17th/early 18th century formal walk, which formed a circuit around the Priory Park estate.
- Manage an area of grassland along the western boundary as a wildflower meadow. (Currently taking place as part of E.S.S).
- Manage grassland nearest to woodland edges as wildlife strips. (Currently taking place as part of E.S.S).
- Locate all event car parking within the western lawns area, with events being held in the southern lawn area.
- Maintain sports pitches to a playable standard throughout the season.
- Maintain clear and safe access along all paths.

5. Reigate Park

- 8.11. The steeply sloping ground and ridge to the south were part of the ancient deer park and probably comprised woodland with open rides. Boundary banks and ditches appear throughout the area which was well wooded during the Tudor period. In later periods the landscape was made up of a matrix of rough grass, scrub and woodland resulting in a more open landscape that afforded some fine views. There remain a number of ‘champion’ or veteran trees within this area, which was subject to much replanting in the 1950’s. Since that time gradual succession of self sown trees and scrub has further encroached upon the ridge, paths and valleys. The Ridge itself is an elevated, open heathy area that affords some fine views, although these would have been more numerous historically.

Management objectives

- Actively manage the area as mixed semi-natural woodland with open valleys and rides, controlling invasive species where necessary.
- Identify, recreate and maintain important views from the ridge in all directions.
- Manage ‘champion’ trees.
- Clear the ridge top of bramble and invasive species and establish a scalloped edge to the scrub and woodland to maintain the open aspect and views of the monument.
- Carry out specific management tasks to enhance the biodiversity value of the area following recommendations in the SWT report and the E.S.S. Agreement.
- Maintain the Vogen Monument at the east end of the Ridge.

9. ISSUES AND THEIR RESOLUTION

- 9.1. This chapter, organised under headings, which correspond to key criteria identified by the Green Flag Award Scheme, briefly articulates the key management issues facing the park prior to the restoration works. Works carried out as part of the restoration and the ongoing management actions necessary to overcome the problem/conflict are discussed. Figures 5.1 and 5.2 provide images of the park before and after restoration.
- 9.2. Chapter 6, which details the management vision, aims and objectives for the park provides a continuation to this chapter and is organised under corresponding headings. The vision, aims and objectives for the park recognise and respond to the issues facing the park and therefore have been identified to ensure appropriate and successful future management of the park.

A WELCOMING PLACE

Physical Access

Issues

- 9.3. An Access Audit and Access Plan for Priory Park (May 2005) was prepared by The Access Company for the Stage II HLF application which identified potential restrictions to access and provided RBBC with detailed recommendations for enhancements to fulfil their commitment to providing appropriate access for all members of the community. The recommendations were considered during the development of the restoration proposals. Further recommendation of the Access Plan will be addressed through longer-term management (see Chapter 2 Management vision, aims and objectives).
- 9.4. The audit outlines issues including inaccessibility due to topography, lack of transport links/parking, and lack of signage. The plan considered all access points, routes, barriers, signage and information, and facilities and makes recommendations for each subject area.
- 9.5. The Access Audit and Access Plan identified that there are few signs from the town to the park and out of the 15 access points leading to the site only two mention the park. There are several links to the public rights of way network and the long distance “Greensand Way” path passes through the southern section along the ridge. An access road to the school from the west also serves as an entry point for the recycling centre behind the supermarket. Car parking for the school (supposed to cater for staff and visitors only) is located to the west of the Priory building. In addition there is a public pay and display car park in Bell Street with four bays designated for disabled badge holders. The supermarket car park to the north of the park is used by park users and parents collecting children from the school.



The Sunken Garden (2005)



Monks Walk (2005)



Play Area (2005)



The Toilets (2005)



The Former Swimming Pool (2005)



The Buried Ha-Ha (2005)

Figure 9.1: Priory Park before restoration



The Vogen Memorial (2005)



The Lake (2005)



Pollarded Lime Tree Avenue (2005)



Car Park (2005)



Monks Walk (2005)



Site Furniture (2005)

9.1: Priory Park before restoration



The Sunken Garden (April 2008)



Monks Walk (April 2008)



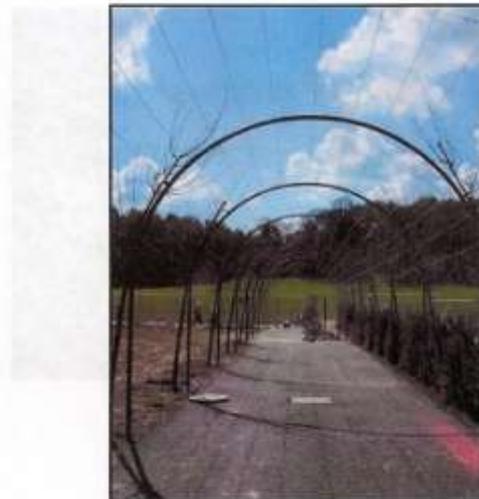
Play Area (April 2008)



New Building (April 2008)



Reformed footpath around the Lake (April 2008)



Pleached Lime Pergola (April 2008)

9.2: Priory Park after restoration



Restored Vogen Memorial (April 2008)



Bank Revetment Work (April 2008)



Lime Avenue (April 2008)



Car Park with Hornbeam Trees (April 2008)



Skate Park (April 2008)



Transplanted Trees (April 2008)

9.2; Priory Park after restoration

Works undertaken as part of the restoration process

9.6. With the aim of tackling some of the issues listed above, the following works were undertaken:

- A number of key 'gateways' have been established and welcome signage containing information on the park has been installed. Signage has been designed to be accessible, legible, informative and encourages exploration of the park. Panels have been constructed to be accessible to people in wheelchairs and legible for people with visual impairments.
- Directional signage has been installed at various locations around the core of the park directing visitors to key locations, for example, car parks, toilets and other attractions to instil confidence in visitors. The Access Plan recommended the installation of the directional signage within Reigate Park, however, a view was taken by RBBC that this additional signage was not required.

Ongoing Management

- Implement the Access Plan recommendations as listed in Chapter 6 of this plan
- Support visitors with disabilities who are reliant upon public transport.
- Produce a promotional leaflet, which details access, facilities and methods of travelling to the park.
- All relevant staff will undertake awareness training to ensure a good level of visitor satisfaction and create a culture of thinking about universal access as an everyday consideration.
- Work effectively with access related partners to implement improvements and review provision at Priory Park.

Intellectual Access

Issues

- 9.7. The Priory Park Interpretation and Education Plan (Ken Burlton Consultancy, 2005) undertaken as part of the HLF Stage II application aims to create a full awareness among the park visitors of the history and current heritage assets of the park and to encourage an interest in learning more about the site's heritage. The plan explores all of the current issues and proposes a number of objectives and actions, which appear below.
- 9.8. The Priory building is home to Reigate Priory Museum and Reigate Priory School, which provides a model of how the park can be used in almost every aspect of the school curriculum. However, the extensive use of the park by Priory School is due to its on site location and there is potential for use by other schools in the area.
- 9.9. The museum covers a wide range of subjects and contains collections of local history and domestic items and period costumes, however, there are few opportunities to learn about the heritage of the park for the general public. The challenge is to

engage with casual visitors and present information in an accessible and appealing manner. Information on boards was limited to the Millennium Trail panel.

- 9.10. The main educational assets are landscape heritage, wildlife and historic buildings with key resources following restoration being the Pavilion Welcome Space, restored landscape features, natural or wildlife areas and the Priory Building. The Interpretation and Education Plan proposes use of a number of key methods and materials including exhibitions and displays, site maps and welcome boards, in situ interpretation boards, discovery trails, guides and other publications, guided walks and trails, activities and use of a website.

Works undertaken as part of the restoration process

- 9.11. The creation of the visitor information centre within the pavilion provides a point of contact in a prominent location for park users. The visitor centre contains information on the history of the park conveyed in a number of formats.
- 9.12. Interpretation panels have been installed at key locations throughout the park providing details of the conservation and heritage value of important features.
- 9.13. A woodland walk is being developed by the Park Officer to inform park users of the importance of the woodland habitats highlighting the Champion Trees.

Ongoing Management

- Fully use the resources of the park to provide educational opportunities for schools.
- Maximise support to schools who wish to use the park for education and to develop materials and facilities to meet their needs.
- Ensure that all park visitors gain a general awareness of the park's built, landscape and natural heritage.
- Create opportunities for further exploration for visitors who want to gain a more extensive knowledge and understanding of the park's heritage.
- Develop a programme of activities and events that will allow adults and children to become directly involved in heritage related initiatives.
- Work effectively with heritage related partners and organisations to implement the Interpretation Plan.
- Encourage volunteers to contribute their time and skills to the development of educational programmes.

HEALTHY, SAFE AND SECURE

Personal Safety and security

Issues

- 9.14. Security and management were identified as the top priorities during the Stage I lottery bid preparation. A number of respondents of user surveys stated that they

felt unsafe or very unsafe and there is a close link between perception of safety and cleanliness / general presentation of parks. At Stage II the lack of security and anti-social behaviour (particularly youths) were frequently referred to during the consultation exercises. This was of particular concern in the evenings, when drinking and possibly drug taking occurs. This behaviour has led to abuse of other users, damage and large amounts of litter being left which can include broken glass.

- 9.15. Prior to restoration vandalism and miss-use of the park occurred at Priory Park, albeit at quite low levels. Any such activities should continue to be monitored post restoration. Graffiti and vandalism occur sporadically and it is essential that all acts are dealt with quickly and effectively to demonstrate that such action is pointless and will not be tolerated. BMX bike riding sometimes takes place on the steep slopes of Reigate Park leading to erosion and presents a possible threat to safety of other park users.

Works undertaken as part of the restoration process

- 9.16. The restoration of the park included the formation of the Friends of Priory Park who meet throughout the year with RBBC to discuss the park's management and development.
- 9.17. The restoration has seen an increase in the number of staff in the park, including two additional full time members of staff permanently on site. The increased onsite staff will ensure a greater visible on site presence deterring antisocial behaviour and increasing a sense of security for users.
- 9.18. Works have also been undertaken to improve safety for park users around the lake, including the creation of a formal pond dipping area and the installation of railings.

Ongoing Management

- Implement a maintenance programme specific to Priory Park to ensure that all landscape and built elements are kept in a good state of repair
- Enhance community liaison and continue to involve the Friends of Priory Park in the decision making process for the development of the park.
- Enhance links with local Police / other relevant organisations.
- Develop the park with personal safety in mind.
- Continue use of CCTV.
- Address all acts of vandalism / graffiti within 48 hours.

Health and Safety

Issues

- 9.19. The park is managed in accordance with RBBC's Health and Safety Policy and task risk assessments are carried out for all operations to reduce and eliminate the risk of injury to staff and park users. The Health and Safety Policy states:

“Reigate and Banstead Borough Council is committed to ensuring the health, safety and welfare of its employees, customers, and others throughout their interaction with the council.”

- 9.20. RBBC Health and Safety Policy Statement can be seen on request
- 9.21. RBBC work closely with the local police force, who undertake patrols of the park after school hours engaging with park users and providing a visible presence to discourage antisocial behaviour. Stakeholders are also consulted to identify potential health and safety conflicts. All incidents of antisocial behaviour are reported to the police.

Dog issues

- 9.22. Priory Park is a popular location for dog walking, which can often lead to problems of other users feeling threatened by animals or by the presence of dog mess affecting their enjoyment of the landscape. Dog mess appears not to be a problem at Priory Park as many dog owners behave responsibly and maintenance staff deal with any mess quickly.

Works undertaken as part of the restoration process

- 9.23. Dogs are excluded from the play area and must be kept under control around the historic core. Dog bins have been located strategically throughout the park to encourage the removal of dog mess. It is hoped that the increased onsite presence of park staff will encourage dog owners to take greater control of their pets.

Ongoing Management

- Continue to enforce the exclusion of dogs from selected areas of the park (with the exception of guide dogs) including the play area and ensure dogs are strictly controlled within the gardens surrounding the Priory.
- Continue the rapid response to the removal of dog mess.
- Continue to ensure regular emptying of the dog bins takes place.

Lake issues

- 9.24. The lake presents health and safety implications for users in close proximity to the waters edge with the most serious being the risk of drowning.

Works undertaken as part of the restoration process

- 9.25. The restoration works aimed to reduce the health and safety risk through the stabilisation of the banks. Works were carried out to remove under-cut sections of banks and provide a variety of hard and soft bank protection.
- 9.26. Handrails have also been provided to reduce the risk of falling from high banks and an area specific for pond dipping and picnics has been created. The formation of shelves to the bottom of the lake adjacent to this area has reduced the depth of water.

Ongoing Management

- Regular maintenance to keep lake edges clear in areas for public use.

WELL MAINTAINED AND CLEAN

Issues

- 9.27. Prior to restoration the standard of general grounds maintenance (e.g. grass cutting) was good, however other areas (e.g. the gardens) standards were poor as the specifications, skills, and financial resources required for Priory Park were not in place.

Works undertaken as part of the restoration process

- 9.28. The management objectives (see Chapter 2) and maintenance actions (see Chapter 4) provide detailed guidance for maintenance of the restored landscape. Added to this, sufficient funding has also been allocated to ensure the required resources are secured allowing for additional skilled staff dedicated to the maintenance of the park.

Ongoing Management

- The use of sand as a safety surface in the play area will need to be maintained and topped following the guidelines within this Plan and using the specified materials. Since the construction of the play area there have been some concern over the suitability of sand.
- Ensure that all officers, supervisors, and operatives working at Priory Park are fully aware of the aims and objectives of this plan and that all relevant guidance / information is disseminated accordingly.
- Carry out regular inspections of all elements of the work to ensure that maintenance is being carried out to an appropriate standard.
- Ensure all staff possess the appropriate skills and provide staff training in specific areas as required (e.g. formal bedding, fine lawn care and topiary).

SUSTAINABILITY

Ecology

Issues

- 9.29. The Surrey Wildlife Trust Management Plan report (2004) describes the habitats and species present at Priory Park. The Plan identifies a number of objectives in relation to woodland, wood pasture and parkland, lowland unimproved neutral and acid grassland, open water and large reedbeds and 'urban' areas which centre around protecting and enhancing the ecological resource.

Works undertaken as part of the restoration process

- 9.30. Works have been undertaken to enhance the conservation value of the park. This includes improvements to the lake and the reduction in amenity grassland management in favour of meadow regimes. Works have also been undertaken to control invasive shrubs in Reigate Park.

Ongoing Management

- Develop an active programme of management for the woodlands within the park.

- Conserve and enhance the acid grassland.
- Actively manage the lake for the benefit of nature conservation.
- Continue to enhance the existing ecological resource areas through management e.g. by continuing to manage and extending selected areas of meadow grassland.

Environmental Management

Issues

- 9.31. The council currently encourages certain aspects of sustainable land management, however, availability of resources (e.g. water) and the need to manage for nature conservation requires that such an approach is fully embraced by all staff involved in the management and maintenance of Priory Park.
- 9.32. An Environmental Policy Statement is currently being developed by RBBC. At present the use of peat within all RBBC managed open spaces is kept to a minimum and the use of pesticides and herbicides minimised. Green waste is currently taken off site and recycled centrally with all waste produced within the Borough and in addition compost bins have been constructed in the site depot.

Ongoing Management

- Develop a number of policies, which address the use of pesticides, waste recycling, pollution, peat use and energy/water efficiency.
- Carry out staff training to promote understanding of sustainable land management.
- Plants have been selected for their drought tolerance so the need for irrigation is reduced. However, options for the collection and recycling of grey water will be considered.

CONSERVATION AND HERITAGE

Issues

- 9.33. The heritage value of the park is recognised by its inclusion in the English Heritage Register of Parks and Gardens of Special Historic Interest. The need for restoration was born out of the character of the park and a number of its component parts being eroded by gradual inappropriate accretions, a lack of investment in maintenance and cyclical renewal/repair and vandalism/miss-use.

Works undertaken as part of the restoration process

- 9.34. Whilst the restoration recognised the historic landscape, for example the replanting of the lime avenues and the recreation of views across the park from the sunken garden, it has also involved works to restore built features such as the Monks Seat and the Vogen Memorial. The restoration also recognised the importance of providing suitable facilities and opportunities for modern park users through the construction of the café pavilion, play area and skate park. The statement of significance identifies the importance of the park and informed restoration works as well as used to develop the management objectives in Chapter 2.

- 9.35. The maintenance schedule in Chapter 4 identifies all of the relevant operations required to maintain the historic landscape along with detailed guidance/specifications for maintaining specific elements of planting.

Ongoing management

- Any excavation, ploughing etc including operations may damage fragile field archaeological or buried remains. Before undertaking any such works there must be consideration as to how the remains may be affected and how they may be conserved.
- Monitor the implementation of the maintenance regimes as outlined in this Plan. Review and update the Plan to ensure the heritage features of the park are conserved.
- Conserve views across the park and to the Priory from the Sunken Garden through ensuring appropriate management of plant species and ensuring any replacement planting is of the appropriate species and size to fit with the original design intention. Further installation of seating within the sunken garden will be avoided.

COMMUNITY USE AND INVOLVEMENT

Community Consultation

Issues

- 9.36. Extensive consultation was carried out throughout the Stage I and II HLF process. At Stage II the most visited parts of the park included the grass areas, the lake, the playground and the café suggesting that they were all key public attractions and should be maintained and enhanced accordingly. The consultation also revealed that improvements most likely to encourage more users included:
- The “users” of the park identified water play for children (40%), new café (36%), and improvements to the lake area (35%) as the key areas for improvement.
 - The “non-users” of the park identified the café (27%), improvements to the lake area (14%), Formal gardens (10%), events (10%), and improved security (9%) as the key areas for improvement.
 - The “youth” category identified a new café (52%), improved hard surfaced activity areas (45%), and more and better grass pitches (25%) as the key areas for improvement.
- 9.37. As part of RBBC’s Best Value Performance Indicators a user satisfaction survey was carried out in 2007. The survey randomly targeted 2,200 residents within the Borough. Of the returned surveys, 285 respondents provided comments and information relating to Priory Park. A summary of the responses for Priory Park are provided below.
- Overall the respondents felt that there was an improvement in the park (37% of respondents)

- The majority (42%) of respondents visited the park once or twice per week followed by monthly visits (32%) and daily visits (10%)
- Most respondents (90%) described their ethnicity as White British
- The vast majority of respondents either felt safe (58%) or very safe (19%) in the park with the next largest response being “never thought about it before” (10%)
- Respondents were asked to score the provision of facilities and standards of maintenance within Priory Park. Cleanliness (7.44), Grass cutting (7.49) and the Play Area (7.38) were given the highest average scores. The toilets were given the lowest average score (4.25)

Works undertaken as part of the restoration process

- 9.38. The Friends of Priory Park was formed in September 2005 with the aim to encourage community to become involved in and support the restoration and management of the Park. *(By early 2010 the interest from the Friends Group has declined and all approaches have failed to regenerate their interest)*

Ongoing Management

- Consultation is essential to ensure that the community is being catered for so that they feel a sense of ownership and pride for the park. Surveys should be undertaken regularly to guide the future development and management of Priory Park.
- Carry out annual postal survey.
- Support and develop the Friends of Priory Park Group ensuring all sectors of the community are represented.

Conflicts of interest

Issues

- 9.39. The diverse range of users at Priory Park inevitably results in conflicts of interest between user groups, for example between walkers and cyclists.

Ongoing Management

- Invite representatives from all user groups to join the Friends of Priory Park and discuss issues in an open forum and seek to reach a consensus of opinion at meetings.
- Ensure all staff are trained in conflict resolution, negotiation and diplomacy skills.

Increasing the Audience

Issues

- 9.40. The Audience Development Plan (ADP) prepared by Ken Burlton Consultancy (2005) as part of the HLF bid explores the issues and opportunities created by the restoration and development of the park.

- 9.41. Priory Park is a well used park with a catchment covering a radius of 6 miles with an estimated population of 175,000. The ADP suggests that there are 85,000 park users in the catchment who do not currently use the Park, offering great potential for audience development to maximise the benefits of HLF and RBBC investment for the benefit of all potential and existing users. The ADP also identifies other issues in relation to the audience development of the park including the current low level of heritage awareness, under representation of older users in the park, and a lack of activities. Issues discussed elsewhere in this chapter also have an effect upon audience development including overall standards of management and maintenance and safety/anti social behaviour.
- 9.42. The ADP seeks to encourage greater and more diverse use of the park and to ensure that benefits from the scheme are made accessible to a wide range of users. Key issues and management actions are summarised below.

Works undertaken as part of the restoration process

- 9.43. A major awareness campaign was undertaken during the construction phase of the restoration process to ensure that users and prospective users were well aware of the improvements to the park and new facilities. Articles were placed in local publications and on RBBC website at the start of the restoration works and the local community were informed regularly at key stages, for example the opening of the play area. The completion of the restoration works will be marked by a Celebration event, which will coincide with the annual Reigate Summer Music festival in July 2008.
- 9.44. The establishment of Friends group and recruitment of additional members has been an important element to the promotion of the park to local community. The Friends have also been involved in raising awareness of the restoration process by producing newsletters and through organising events for example, the naming of the ship in the play area and the Priory Park photograph competitions.

Ongoing Management

- The restoration scheme concentrated heavily upon the historic core area around the Priory building. The management and marketing of the park and activities / events programmes will take into account saturation or over use of the historic core to ensure that the park's capacity is fully realised and to avoid adverse impacts upon the landscape fabric.
- Undertake a visitor survey within the first year after the completion of the restoration works.
- Increase the overall levels of usage of Priory Park.
- Increase the number of new users visiting the park.
- Attract a higher percentage of 45+ users.
- Actively engage young users in constructive activities.
- Diversify the range of users and types of use through developing a programme of activities and events.

- Remove barriers, which may deter users from visiting the park.
- Maximise the contribution, which the café/pavilion will make to audience development.
- Develop an audience for heritage related activities and events.
- Develop audiences for income generating activities.
- Further develop the role and contribution of the Friends of Priory Park.
- Develop good working partnerships with a range of local and specialist organisations.
- Create a regular volunteer force to assist in park activities and events.

MARKETING AND EVENTS

Issues

- 9.45. Effective marketing of the park to the local community and to a wider regional audience is essential to ensure that it remains well used and is providing maximum public benefit whilst being financially sustainable.
- 9.46. Priory Park is considered to have the potential to be a Regional Park (as identified in the RBBC Parks and Open Space Policy 2004 – 2007). This would make it the Council's premier open space and should therefore be marketed as such. A Regional Park is considered to be a "heavily marketed site, with a high number and quality of facilities and things for people to do" in the strategy and might be considered to be the Flagship Park for the council and therefore host some large events that will not be detrimental to the fabric of the landscape. Following on from the restoration the dominance of the park as the most important in the Borough will become even more apparent. The Priory Park Marketing Plan (Burlton Consultancy, 2005) can be seen in Appendix 11 and defines the characteristics of Priory Park's market position as:
- A park of regional significance
 - A catchment which stretches well beyond Reigate in a 6 mile radius
 - A public park with free access at all times
 - A wide range of facilities providing attractions to all age ranges
 - Specific facilities [sports pitches/ skateboard] providing for particular user groups
 - A sports venue
 - A venue for major performance events
 - A highly valued 'natural' area
- 9.47. The Marketing Plan identifies that the current management of the park does not include any marketing or resources and the Council itself does not have its own

marketing unit. Whilst it is not suggested that a complete marketing solution be provided within the Council solely to support Priory Park there must be some internal informed leadership of the Marketing Pan, which can be supplemented by the buying in of external skills as necessary.

Works undertaken as part of the restoration process

- 9.48. The completion of the restoration works has allowed for the marketing of the park and for another dimension to be added to its identity, which has not in the past been fully exploited:
- A park of historic interest
- 9.49. The implementation of the restoration scheme has increased the level of resources required to ensure the park is maintained to the appropriate standard. This increase in investment demands that its new and improved facilities should be well used. Furthermore, the introduction of the indoor café and an increased level of activities and events will create a greater need to attract users to support these initiatives and to generate income. The significant uplift in income generation will contribute to the enhanced management and maintenance regimes.
- 9.50. The Parks Officer and Interpretation Officer for Priory Park are responsible for ensuring the recommendations provided in the Marketing Plan are implemented. Updates on events and activities are provided in local publications and on websites.
- 9.51. A launch programme has been prepared for the recently restored park which will draw wide public attention to the renewed park and what it offers in which the café and other new facilities will have a high profile. The main celebration event is to coincide with the Reigate Summer Music event.

Ongoing Management

- Ensure that users and potential users within the catchment area are kept fully informed of future developments at Priory Park.
- Maximise future usage of the park.
- Ensure that the park attracts a wide range of users and, in particular, to ensure that there is an increase in the number of users over 45.
- Provide appropriate marketing support to activities and events in order to maximise their attendances.
- Fully exploit the opportunities offered by the heritage of the park
- Reinforce perceptions of the park as a safe, pleasant and exciting place to visit with lots of activities in which to engage
- Ensure that the new Park Officer and Interpretation Officer are responsible for marketing and promotion of the park
- Ensure all officers and maintenance staff are kept well informed of all marketing/promotions/events in the park.

MANAGEMENT

Issues

- 9.52. Priory Park is a dynamic and constantly changing resource that provides benefits in terms of public access, education, recreation, heritage and ecology amongst others. A designed landscape requires both maintaining and renewal and this plan seeks to set out what needs to be carried out to achieve this. A designed landscape that needs to cater for both the public and nature conservation requires careful management and this chapter has raised some of the complex issues associated with such a challenge.

Works undertaken as part of the restoration process

- 9.53. The development of this Management and Maintenance Plan will ensure the appropriate regimes are implemented to conserve and enhance the landscape features of the park. The appointed new Park Officer and Interpretation Officer will take responsibility for implementation of this Management and Maintenance Plan and ensure that all staff involved in the management and maintenance are fully aware of its aims, objectives and other details relevant to them.

Ongoing Management

- Involve the friends group in the management process so that they are aware of what standards the Council are working to and the reasons for actions taken.
- Regularly review and re-write (at years 5 and 10) this Management and Maintenance Plan internally and with the friends group.
- Monitor progress internally and with the friends group on an annual basis.