

# SYDNEY GARDENS

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## MANAGEMENT & MAINTENANCE PLAN

**Sydney Gardens, Bath  
A 21<sup>st</sup> Century Pleasure Garden**

**Parks for People HLF Application  
July 2018**

**SD13.1**

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**Bath & North East  
Somerset Council**

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## DOCUMENT STRUCTURE & LINKS TO CP

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**Introduction** [*This Statement*]

**Section One - Understanding the Heritage** [*Refer to Conservation Plan - separate document*]

**Section Two - Current Situation** [*Refer to Conservation Plan - separate document*]

**Section Three – Risks** [*Refer to Conservation Plan - separate document*]

**Section Four – Management and Maintenance Aims and Objectives** [*This Statement*]

**Section Five – Action Plan and Costs** [*This Statement*]

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## Management & Maintenance Plan

### Introduction

The Management and Maintenance Plan (MMP) is a statement of intent to provide a Final Management & Maintenance Plan (MMP) as an integral part of the Delivery Phase of the Sydney Gardens Project. It has been prepared as one of the supporting documents for a Heritage Lottery and BIG Lottery fund, Parks for People award, Round 2 grant application [Parks for People R2 Application: Sydney Gardens: a 21st Century Pleasure Garden Reference: PP-16-00071].

The MMP sets out information which describes in outline how Sydney Gardens in Bath is currently managed and maintained. It confirms Bath and North East Somerset Council's (BANES) aims of conserving and enhancing Sydney Garden's heritage value whilst continuing to provide and improve facilities and activities for the local community and wider visiting public. The Statement then sets out a long term strategy for the management and maintenance of Sydney Gardens following the completion of the Capital works planned for 2019-2021. The MMP sits alongside the Conservation Plan (CP) and Business Plan (BP), but also provides additional information on operational and organisational matters relating to the day to day management of the Gardens. It therefore makes reference to, and should be read in conjunction with, the following documents:

- The Sydney Gardens Conservation Plan 2018
- The Sydney Gardens Business Plan 2018
- The Sydney Gardens Activity Plan 2018

The MMP includes a brief outline of the heritage aspects of Sydney Gardens and the current operational context. In order to prevent repetition across documents, the CP contains the more detailed information on Understanding the Heritage [description of the heritage; how the heritage has changed through time; and explanation as to why it is important]; Current Situation [responsibilities; the condition of the heritage; standards required; what the project is seeking to achieve through the proposed conservation works]; and Risks [potential natural, human and resource factors affecting the heritage]. The Business Plan sets out the cost of managing and maintaining the Gardens and considers current and future sources of income to off-set the costs. The Activity Plan sets out the full range of events and activities that will be available during and beyond the life time of the project. When complete, the Final Management & Maintenance Plan will provide the following information:

- aims and objectives for the historic gardens and associated features;
- the skills, activities, equipment and facilities required; and
- an associated action and cost plan that sets out what needs to be maintained and managed, what work is involved, who will do it, when and how often they will do it, and what resources (money, people and skills) are required.

### Why not a Final Plan

Whilst the HLF Round 2 masterplan scheme has been worked up to RIBA Stage 3 level design, the management and maintenance of the assets could be achieved through various new mechanisms, which will be the subject of further discussion and negotiation in the Delivery Phase. Although this

might sound uncertain and not secure, the bottom line is that the whole park and its assets are owned by Bath & North East Somerset Council and are managed through their Parks Service and Property Service. If a situation developed where a lease or agreement could not be achieved with a third party, the Council has accepted (in approving the submission of the R2 Bid) that it will take responsibility for the management and maintenance and the on-going revenue costs as identified in the Business Plan.

At the moment there is no income from Sydney Gardens and the Business Plan has clearly identified a number of new revenue streams that will provide an income. This income will be made available to support the on-going management and maintenance of the Gardens, enhancing the current annual budget which is agreed every autumn.

Another consideration in producing an initial plan has been the fact that there is not an existing maintenance plan or landscape management specification for the Gardens. Therefore it is the first time that all the arrangements, activities, tasks, and costs, will have been brought together in one document. Producing an initial plan ensures that there is sufficient time to consult those involved with the management of Sydney Gardens, in order to guarantee accuracy and the necessary buy in to the future requirements. Additionally the RIBA Stage 4 drawings will contain full planting plans and hard landscape details and drawings that are not available at this stage of the project.

The Final Management and Maintenance Plan will be compiled during the Delivery Phase and will be completed (and issued to the HLF) in the final stages of the construction work and in advance of practical completion and handover (RIBA Stage 6). The Final MMP would also be a core job requirement for the Landscape Management Intern (new post for the Delivery Phase) who would have the responsibility of researching, consulting, and writing up the sections as they are developed and agreed. The Intern's work will also be guided by the Horticultural Participation Officer (new post for the Delivery Phase).

The following areas are key aspects of the management and maintenance of Sydney Gardens and will require further development in the Delivery Phase:

- **Café Operator** – the operation of the café will be a commercial tender that will be let to fit out and run the cafe within the new building located in the play area. We need to consider whether there is any benefit in adding in other elements as part of the Operator's lease – these elements might be: a responsibility for the Changing Places Toilet; running the Petanque terrain; holding equipment and or responsibility for the tennis courts and active zone (table tennis/ football/ basketball).
- **Tennis provider** – BANES may let a city wide contract in the coming year for the running and maintaining of tennis provision and in connection with this, they may look to local providers for a joint tennis/ café operation. However at this point in time there is no confirmed proposal as to how tennis will be operated and managed. The default position is the current situation, which is a turn up and play for free arrangement and the gardeners sweep and weed the courts a twice a year as planned maintenance and in response to requests.
- **Community Pavilion and Gardeners Lodge** – the intention is to agree a lease with the Holburne Museum for their use of the two buildings as part of their outreach, community, art and education programmes. At the moment they have a full repairing lease on the

Gardeners Lodge and it is likely that a similar repairing lease would be let combining their responsibility for both buildings. It is still to be agreed as to whether the Holburne would be taking on some of the outdoor space and/ or the Edwardian toilets as part of a lease for use as a 'break out space'. However, if an agreement is not achieved, they would continue using the Gardeners Lodge under the existing lease and the Parks Service would take on the responsibility for the Community Pavilion. This would bring with it, responsibilities for the Council for the maintenance of the building and its daily upkeep and cleaning. However, it would be actively marketed through the Events Team for hire and this would bring a revenue stream to cover the increased costs.

- **The Bothy** – the Bothy will be run as a 'Model of Exchange' for use as an artist/ craftspeople workshop. In exchange they would be required to run activities and events in the Gardens in lieu of rent. The future maintenance and management responsibilities of the individual/ organisation would very much depend on the nature of the exchange negotiated. Further development of this model and testing will occur within the Delivery phase.
- **Toilet Cleaning Contract** – the two standard accessible toilets within the existing toilet block in Sydney Gardens are currently cleaned and maintained (including the buildings) under a local authority wide contract let to Healthmatic. We have an in-principle agreement from Healthmatic to move their lease/ cleaning contract from the existing toilet block to the two new toilets that will be within the new café. The situation will be much more favourable for the company as their current coin take is low and there is regular anti-social use of the toilets. The move into the new café located within the play area will greatly increase usage and will reduce the incidents of anti-social behaviour. In the Delivery Phase we will not only be negotiating the new lease and contract, but will also be considering whether any of the other toilets would form part of the new contract (Changing Places toilet; staff toilet within the café; toilet within the Gardeners Lodge and Community Pavilion; toilet within the Bothy).
- **Play Inspection** – the current play inspection routine is both quick and simple due to the low number and straightforward play equipment within the existing small play area. The proposed new play area will have a more complicated mix of standard play equipment, sports equipment, and elements of natural play. We need the full technical design and specification (RIBA Stage 4) in order to fully understand and prescribe the play inspection requirements and these will be forthcoming within the first year of the Delivery Phase.

## Review

This MMP will be briefly reviewed and a forward programme set within the first few months of the Delivery Phase (early 2019). When complete (2021), the MMP will be reviewed on an annual basis, with a more strategic update every 5 years. However, the Action Plan will be discussed and revised on a 6 monthly cycle to fit in with the preparation of summer and then winter work plans.

The Parks Team will have access to a digital version of the plan, with the most up to date version being available in the Sydney Gardens folder on the server. Action Plan discussions will be between Parks management and operational staff responsible for parks and gardens and will be flexible enough to respond to public feedback. The annual review of the MMP and its more strategic update every five years, will involve the Friends of Sydney Gardens and any other stakeholders where relevant (e.g. tennis provision/ toilet cleaning contract etc).

**PLEASE REFER TO THE CONSERVATION PLAN (separate document) FOR THE FOLLOWING SECTIONS:****Section One - Understanding the Heritage** *[Refer to Conservation Plan - separate document]*

- description of the heritage;
- how the heritage has changed through time; and
- explain why it is important and to whom.

**Section Two - Current Situation** *[Refer to Conservation Plan - separate document]*

A list of the current management and maintenance arrangements on the site, including:

- who is currently responsible for management and maintenance;
- what they do, when they do it and with what resources;
- what condition your heritage is in now (using your condition survey);
- what management and maintenance standards you need to meet; and
- briefly mention your project and what work it will involve.

**Section Three – Risks** *[Refer to Conservation Plan - separate document]*

Potential risks to heritage including:

- natural factors;
- human factors; and
- resource issues.

## Section Four – Management and Maintenance Aims and Objectives

### Brief History [18<sup>th</sup>/ 19<sup>th</sup> Century]

*[For more detail refer to Sydney Gardens Conservation Plan]*

Sydney Gardens is one of Britain's best remaining Georgian Pleasure Gardens. It was laid out between 1792 and 1794 and opened as Sydney Gardens Vauxhall in 1795, and is the only example in Britain of an 18th-century urban pleasure garden whose basic form and layout survives intact.

It is traversed by two masterpieces of late-eighteenth and mid-nineteenth-century engineering specifically designed to complement the pleasure gardens that it needed to traverse; John Rennie's Kennet and Avon Canal and Isambard Kingdom Brunel's Great Western Railway. These still form an important centrepiece to the gardens today.

Initially designed by Thomas Baldwin, who was replaced after bankruptcy by Charles Harcourt Masters, Sydney Gardens were the centrepiece of "Bath New Town" that was begun with the construction of Pulteney Bridge, and was to be the pinnacle of late 18th century design. Construction of the perimeter wall began in 1792 and the first tree was planted in 1793.

The Gardens were designed as a hexagon entered by visitors on foot at the Sydney Hotel (now the Holburne Museum). Admission charges were payable beginning with a basic 6d per person but added to if visitors wished to have tea, use the bowling green or read the London newspapers.

The perimeter of Sydney Gardens was a low stone wall, which still stands in parts and within which was 'The Ride'. The Ride was fifteen metres in width, with a meandering surface of small stones (called tarmac) for walking and trotting with a horse and a wider area of rough grass for more active riding. The inner boundary of The Ride was a low mound, carrying tree and shrub screening. The Ride completely encircled the Gardens and along its route were a number of shelters for socialising and viewing the passing horses.

The axis of Sydney Gardens was a central avenue which continued the line of Great Pulteney Street. The axis continues through the gardens and terminates in an open loggia (truncated and restored in 1938 and listed grade II) which enjoyed views out across the Gardens.

During the first quarter of the 1800s various new attractions were introduced into the Gardens. Attractions such as a cascade (1810); an artificial rural scene with figures and water falling down a ravine, moved by a clockwork mechanism; an Aviary (1824); a Cosmorama (c 1824), where pictures of distant places or dramatic scenes were lit and then seen through convex glass windows so as to appear life-size; a Hermit's Cot including a robed puppet figure as the hermit; a Watermill or Miller's Habitation, powered by water from one of the natural springs in the upper part of the Gardens; and a Theatre. None of these features have survived, although the layout of the gardens enables their locations to be deduced.

The public activities of Sydney Gardens were concentrated upon the area at the rear of the Hotel which is occupied by the Holburne's garden today. Known as 'The Promenade', it was designed for crowds of 3,000 – 4,000 people, the number who would gather at each of four annual galas which

included fireworks, music and performances. Visitors circulated in an area of trees, lawns and shrubbery defined by the two curving rows of supper-boxes, the Hotel and the orchestra.

From 1800 John Rennie's Kennet and Avon Canal was built through the gardens and then the route of Isambard Kingdom Brunel's Great Western Railway was cut in parallel, opening through Sydney Gardens in 1841. The canal was built to enhance the character of the Gardens and became a new attraction, whereas the railway destroyed many of the original features and attractions in the Gardens. Although the trains passing through the Gardens provided a new attraction, it failed to replace the variety that was within the Gardens when it first opened. Both the canal and the railway left a legacy of bridges that adorn the Gardens, and are the only Grade II\* listed structures in Sydney Gardens. The historic integrity of the gardens was further compromised in the middle of the 19th and early 20th century through the dividing up of ownership and the building of some private dwellings on a couple of plots.

Sydney Gardens was originally conceived as a commercial venture and remained in private ownership for over 115 years. The Gardens were said to be in decline in the latter part of the 19th century and when the 99yr lease expired in 1891, there were various attempts to sell the land off for development. Following the failure of the development proposals there was a move to take the Gardens into public ownership and add it to the public parks portfolio within the city.

### **Recent History [20<sup>th</sup> – 21<sup>st</sup> Century]**

The timeline of 20<sup>th</sup> – 21<sup>st</sup> Century public ownership and management is as follows {dates or information with a ? still require further research}:

- |      |  |
|------|--|
| 1910 | Act of Parliament allows Bath Council to acquire Sydney Gardens.   |
| 1911 | Temple of Minerva, moved from the Empire Exhibition in the grounds of Crystal Palace, as a promotion for the City, re-erected in Sydney Gardens.   |
| 1912 | Bath Council sell the former College and its immediate grounds.  |
| 1913 | Bath Council Parks and Cemeteries Committee re-open Gardens to the public.   |
| 1914 | Edwardian Gentlemen and Ladies cast iron toilet constructed.   |
| 1914 | Probable installation of the Pura water drinking fountain (disconnection date unknown).  |
| 1914 | Ticket Booth (Currently the Ice Cream Kiosk) designed by Alfred J Taylor placed at Bathwick Street entrance allowing the Parks Committee to charge entry for Fetes and Flower shows.   |
| 1915 | Bowling Green and lawn tennis installed.   |
| 1916 | The Sydney Hotel, sold by the City of Bath to the Trustees, reopens as the Holburne of Menstrie Museum, remodelled for its new purpose by architect, Sir Reginald Blomfield. Includes formal designs for the gardens never realised, but the boundary rebuilt as a stone wall. |

- 1919 Peace Oak is planted to commemorate the end of WW1
- 1920 Edwardian Ladies cast iron toilet constructed. 1913 Gents and Ladies toilet converted into Gentlemen only.
- ? Flower Shows and Fetes continued throughout this period despite changing ownership of the gardens and financial losses. There were also a host of other events that were held within the Gardens between the Wars and post War, that still need further research...
- 1924 Hard tennis courts introduced below Sydney House on the north-east side.
- 1931/32 Electricity sub-station built at top end of Gardens (The Bothy). Latterly used by the on-site gardener until his retirement in 2017.
- 1938 Loggia rebuilt. Originally built in 1794 as a rotunda with ionic columns and a serpentine screen wall with urns and sculpture above rotunda, the wings were not rebuilt.
- 1948 Bandstand demolished.
- 1952-56 Series of illuminated festivals, organised by the Spa Committee; also organised the Bath Assembly, forerunner of the Bath Festival.
- 1958 Construction of the modern electricity substation within the Depot (wayleave created from Bathwick Street entrance).
- 1968 Between 1951 and 1968 the northernmost tennis courts along Beckford Road had been replaced by a Play area. A flower garden and seating area was laid out to the immediate east of the Lodge, on the site of a former tennis lawn which had previously occupied part of the perimeter Ride.
- ? Gardeners Lodge no longer occupied by the park gardener and left empty...
- 1980 Bowls Club Pavilion built
- ? Use of the depot area...
- 1983 Entrance on to Canal opened up.
- 1987 Modern toilet block constructed.
- 1989 Bowling green undergoes major repair and re-turfing for subsidence
- 1992 Additional safety rail added to cast-iron bridges.
- 1993 De Bois Group and Colvin Moggridge Report on historical and current tree, shrub and planting recommendations.
- 2004 Refurbishment and lease of the Gardeners Lodge by Holburne Museum

2008-11	Holburne Museum closed for redevelopment. The existing galleries refurbished; extension built to the rear, facing Sydney Gardens, designed by architect, Eric Parry.
2013	Formation of the Friends of Sydney Gardens
2014	Failed HLF bid
2014	Bath Carnival uses Sydney Gardens (and again in 2017 and 2018)
2014?	Creation of the Allotment
2016	The Post Office Bowls Club closes. The Sydney Gardens Bowling Club closes after 101 years due to financial struggles. The clubs had shared the rent of the Bowling Green since 1932.
?	Closure of the walk in modern toilets and conversion to two accessible pay toilets & baby changing facility. Back two thirds left empty...
2016	'Temporary' installation of chestnut paling fence alongside the railway
2016	Investigation of the extent of the Georgian Reservoir by Brookes Rhys and Wessex Water
2017	Large Horse Chestnut tree comes down in a storm on top of a car parked in Sydney Place.
2017	Voluntary relinquishing of the Allotment Licence.
2017	Minor repairs to iron footbridge over railway by NR
2017	Creation of a replica of the original Labyrinth mowed into the Bowling Green
2017	Death of Marcello Fraser, hit by a train after accessing the railway line from the Gardens
2017/ 18	Canal & Rivers Trust volunteers remove tree stumps and clear away silt from canal bridge abutments to restore them to original levels
2018	Felling of T141 London Plane due to disease throughout stem

### **Current Condition of the Gardens**

During the 20th century a more municipal and generally unsympathetic approach to the management of the Gardens and the provision of recreation facilities has further compromised the Gardens. The current state of the Gardens is mixed, with the overall structure still recognisable and enjoyed today.

Various condition surveys have identified the poor condition of certain features within the gardens including, the Temple of Minerva Temple; Edwardian toilets; Loggia; Ruin (in the maintenance

depot); main entrance piers, The Bothy (blocked up windows); and the poor condition of steps, paths, and other entrances. There are three heritage features that are on the Council's At Risk Register: namely the Grade II\* 19th Century railway retaining wall created by Brunel and the two cast iron Edwardian toilets listed as Grade II.

In addition, the Council maintenance depot was insensitively sited in a prominent location at a main park entrance nearest to the Holburne Museum. This is detrimental to the rest of the garden's largely intact layout, and creates a further physical barrier between the garden and the Holburne. Within the depot there is a small collapsed building, made up of older stonework, possibly from older buildings within the Gardens that were subsequently demolished. Anecdotal evidence that the building was substantially refurbished in the 1980's and served as the Gardeners operational base and an adjacent shed, housed a donkey at some point. There are also reports of unofficial car maintenance activities due to the seclusion of the depot at that time.

Much of the Gardens were overgrown during this period and were cut off from the Holburne by the existing wall with no entrance gates. Its reputation grew as a place for illicit liaison after dark and despite the situation improving in more recent years, this reputation has not been fully dispelled. A nearby secondary school is still telling each new generation to avoid the park because of perceived anti-social behaviour, something that they were doing 40 years ago.

Although the park is busy, there is little in the way of interpretation on site to enable current users to really appreciate the historic significance of this nationally important pleasure gardens. This especially important when placed in the context of the awareness of the wider heritage of Bath and indeed the early history of the public gardens.

## **The Project**

The project is a partnership between Bath & North East Somerset Council's Parks Team, The Friends of Sydney Gardens, local residents' groups and the Holburne Museum and the overall aim for the Gardens (and aim of the project) is to:

*Revitalise Sydney Gardens as a beautiful Pleasure Garden with peaceful and tranquil spaces, that achieves a renaissance as a unique, fun and restorative environment, for all ages; - its remarkable built and natural heritage, people and events, told and experienced in witty and eclectic ways.*

The basis of the project, its masterplan for capital works and the long term management and maintenance, is underpinned by the Conservation Plan (CP), Business Plan (BP) and this Management and Maintenance Plan (MMP). The principles underlying the project are a realistic and achievable approach to conserving the historic buildings and landscape and sustaining the long term future of the Gardens to a satisfactory standard, which otherwise is likely to continue to decline.

The proposals include many public benefits, as well as conservation of significant park structures enabling the Gardens to be restored as both a peaceful space, but one which can support seasonal events and activities. As such they should be viewed as a holistic set of proposals, and as one package. The proposals have been developed in conjunction with historic research and analysis of the Garden's varied heritage assets and their associated values. These are described in the CP. The Design and Access Statement will be developed to reference the CP throughout, and should be read in conjunction with it.

Building Works included in the project are [letters and numbers refer to those on project masterplan]:

- Demolition of derelict Bowls Pavilion and replace with a new café kiosk with accessible toilets (building will be of smaller footprint) to serve the visitors to the gardens and play facilities;
- Restoration of the shell of the cast iron Grade II Listed Ladies and Gents toilets and used for park related uses and events (not toilets). To include relocation of the ladies from behind the modern toilets (built 1987) to improve the setting of both, while keeping them together in a group, and improving visibility, context and a useable outdoor space for the gardeners Lodge;
- Conservation works to the grade II listed Loggia;
- Conservation works to the grade II listed Minerva's Temple;
- Conversion of unlisted unused Bothy (former substation);
- Conversion of the unlisted modern toilets to community / park related activity use e.g. meeting room or art/ education room; and
- Consolidation of lower half of the unlisted, ruined, derelict structure in the current depot area, removing unsafe higher-level masonry down to c. 500mm.

Landscape Works included in the project are:

- Removal of the bowling green and upper play area and redesign as a larger play area and active recreation space, including age zoned play equipment, Petanque, table tennis, basketball hoop, bounded by low railings;
- Removal of fenced depot area adjacent to Holburne Museum and creation of a publically accessible garden space;
- Minor repairs to entrances generally, setback with railings created at north-east entrance to reopen and improve safety and access at this point (14 on masterplan);
- Ramp to the Grade II listed gate to the west of Kennet and Avon Canal (no alterations to gateway/wall, but ironwork to be repaired);
- Minor footpath repairs;
- Minor repairs and repainting of two No. grade II\* listed canal bridges;
- Replanting and new seating, generally;
- Installation of a planted labyrinth (18 on Masterplan);
- Creation and re-opening of the disused allotment area (16 on Masterplan) into a woodland garden area and viewing/seating area;

- Improve 'cottage garden' setting for the Gardener's Lodge, new planting and seating;
- Lower Tennis courts: Refurbished and reorientation to LTA standards. 2 No, instead of existing 3;
- Upper Tennis courts refurbished to LTA standards;
- Railings extended and wall length reduced at the entrance between Gardens and The Holburne Museum, to improve the visual connections; and
- Discreet interpretation panels, (potential locations at/ near some of the entrances and consideration of the Temple of Minerva as an orientation point).

The project and site management is guided by the following Key Drivers:

**CULTURAL HERITAGE:** A Sense of Time – hidden and overt layers of history, distinctive with a depth of time, raising questions and pushing boundaries.

**BIODIVERSITY:** Wildlife Refuge – linking in with surrounding green infrastructure, increase and diversify wildlife habitat and species.

**CURIOSITY:** A Pleasure Garden - fun, playful, entertaining, eclectic, inviting, stimulating, and restorative.

**PARTICIPATION:** Valued Involvement -widening participation and improving use of the Gardens.

**INCLUSIVITY:** Accessible – widening engagement and participation through connections, relevance and welcoming environment.

**INNOVATION:** Originality – challenge all aspects of the Gardens such as planting, participation, funding, partnerships and to seek to innovate.

**ENDURANCE:** Sustainable Garden - play and enjoyment on into the future, through enduring project outcomes, maintained infrastructure and sustained financial support.

### Policy Context

The policy and strategy context is always changing, but the most current and relevant links are:

- Bath and North East Somerset Council policy papers and strategies:
  - Bath Conservation Area – Bathwick Character Appraisal (Nov. 2015)
  - Bath & North East Somerset Green Space Strategy (2015-2029)
  - Bath & North East Somerset Green Infrastructure Strategy (2013)
  - Bath & North East Somerset Play Policy (2000)
  - The City of Bath World Heritage Site Management Plan (2016-2022)
  - Bath & North East Somerset Fit for Life Strategy (2014-2019)

- Cultural Strategy for Bath (2011-2026)
- Initiatives and other links
  - Waters of Bath
  - Holburne programmes (with Julian House; The Edge etc)
  - Bath Spa Hotel – tours run by FoSG for guests
  - Cleveland Pools
  - Bathscape – walking festival
  - The National trust skyline walks
  - Canal cruises

## **Management Responsibilities**

### Bath and North East Somerset Council

Sydney Gardens is managed by Bath and North East Somerset Council (BANES) who manage a further eight formal parks within the area via the Parks and Trees Team (a total of 49 hectares of open space). In addition to formal parks, BANES maintain a number of other open spaces & grounds totalling over 200 hectares. These sites are dispersed throughout the local authority area and vary in size from a few hundred square metres to areas in excess of 10 acres. The Parks and Trees Team contains: Horticultural team (Nursery and planting out), the Heritage Parks Gardeners (mowing, cutting and weeding), Verges & Playing Fields Team (mowing and cutting), Tree Team (tree management and tree surgery); Play Team (including Play Inspectors), Allotment management, Friends Groups co-ordinator, Projects Team and the Events Team (weddings and all other sources of income within parks). All these teams are relevant to Sydney Gardens and it is therefore very useful that the HLF project team are embedded within the Parks Service, where they are able to draw on the various skills and experience of the wider teams and ensure that the future maintenance and management of the Gardens is integral with the requirements and budget of the Service.

### The Friends of Sydney Gardens

The Friends of Sydney Gardens promote the preservation and conservation of Sydney Gardens together with community supported improvements. They were formed in 2013 to promote awareness of the gardens, gather community feedback on improvements and developments and to foster the gardens' care and maintenance. The Friends group has grown to approximately 200 members and is actively involved in maintaining the appearance of the park through weekly litter picks, reporting graffiti and other issues. They also maintain a regular presence in the Gardens and happily engage with visitors and users, helping out where they can. They also run guided walks of the Gardens on behalf of the Bath Spa Hotel. Once a year (April) they hold an annual Fun Day to raise awareness of the Gardens and recruit new members.

### Project Steering Group

A project steering group has been created that includes local councillors from each adjoining ward, representatives of local residents' groups, The Friends of Sydney Gardens, the Holburne Museum,

and the Canal & Rivers Trust to identify practical work that needs to happen now to help conserve the Gardens and then to work with all stakeholders to agree ongoing future improvements.

### The Canal and River Trust

The Kennet and Avon Canal is managed by the Canal and River Trust (formerly British Waterways). The canal is an important feature of the Garden and was constructed not long after the Gardens opened and can therefore be considered an original feature of the Pleasure Gardens. The key remit of C&RT is to maintain the navigation route and manage the craft on the water, but other important elements of their responsibilities lie in conserving and enhancing the heritage, the biodiversity, and managing recreational use of the towpath alongside the canal. The organisation has a very strong and loyal volunteer group who undertake activities on a regular basis to deliver these wider responsibilities. Within the Sydney Gardens stretch of canal the volunteers have been involved in managing vegetation and trees, clearing away silt build up from the bridge abutments and looking for ways to better conserve the canal heritage and wildlife.

### Network Rail

The railway and associated structures alongside and crossing over the railway (including bridges) are the responsibility of Network Rail. Their key remit lies in keeping the railway track and structures open and functioning, so that the trains run safely and to timetable. Vegetation clearance on either side of the route is a very important cyclical activity as checking and repairing the various structures along the way. Securing the route through fencing is critical in terms of preventing trespass and the potential harm, serious injury or death.

## Section Five – Action Plan and Costs

### What needs to be maintained and managed – set out by character area:

#### **Ai (West and North) Leisure, Activity, Play and Sport**

- Café building (new)
- Public accessible toilets and Changing places toilet (new)
- Terrace area and seating
- Two refurbished tennis courts
- Fixed play equipment
- Natural play equipment (including sand and water play)
- Petanque Terrain
- Fencing and gates
- Trees, shrubs and hedges
- Grass areas and lawns
- Flower beds
- Interpretation/ signage
- Seats/ benches
- Paths
- Litter bins

#### **Aii (East) Leisure, Activity and Sport**

- Two refurbished tennis courts
- Fencing and gates
- Trees, shrubs and hedges
- Grass areas and lawns
- Flower beds
- Interpretation/ signage
- Seats/ benches
- Paths
- Litter bins

#### **Bi Main Entrance and Setting to Gardeners Lodge**

- Entrance gate piers (heritage)
- Entrance bollard
- Gardeners Lodge (heritage - currently under full repairing lease to Holburne Museum for a peppercorn rent)
- Ice Cream Kiosk (heritage - currently under a commercial full repairing lease to private individual to sell ice cream and cold drinks)
- Fencing and gates
- Trees, shrubs and hedges
- Grass areas and lawns
- Flower beds

- Interpretation/ signage
- Seats/ benches
- Paths
- Litter bins

### **Bii Entrance and Lawn Space**

- Bothy building (modern refurbishment - currently storing a few items of gardening equipment)
- Adjacent outdoor space (workshop/ equipment storage/ Friends Group Meeting Place)
- Labyrinth
- Georgian Reservoir (heritage - Wessex Water)
- Fencing and gates
- Trees, shrubs and hedges
- Grass areas and lawns
- Flower beds
- Interpretation/ signage
- Seats/ benches
- Paths
- Litter bins

### **Ci Interface with Holburne**

- Community Pavilion (modern refurbished)
- Break-out garden space between buildings
- Edwardian Gents Toilet (heritage): re-use to be confirmed
- Edwardian Ladies Toilet (relocated heritage): re-use to be confirmed
- Pura Drinking water fountain (heritage)
- Part rebuilt ruin
- Trees, shrubs and hedges
- Grass areas and lawns
- Flower beds
- Interpretation/ signage
- Seats/ benches
- Paths
- Litter bins

### **Cii Main Axis and Vista**

- Loggia building (heritage)
- Temple of Minerva (heritage)
- Iron (x1) and stone (x1) railway bridges (heritage – Network Rail)
- Trees, shrubs and hedges
- Grass areas and lawns
- Flower beds
- Interpretation/ signage

- Seats/ benches
- Paths and steps
- Litter bins

#### **Di Garden Lawn**

- Adult swing
- Peace Oak memorial stone
- Trees, shrubs and hedges
- Grass areas and lawns
- Flower beds
- Interpretation/ signage
- Seats/ benches/ picnic tables
- Paths
- Litter bins

#### **Dii Garden Lawn and Temp Event Space (North)**

- Trees, shrubs and hedges
- Grass areas and lawns
- Flower beds
- Interpretation/ signage
- Seats/ benches
- Paths
- Litter bins

#### **Diii Garden Lawn and Temp Event (South)**

- Long Bench
- Trees, shrubs and hedges
- Grass areas and lawns
- Flower beds
- Interpretation/ signage
- Seats/ benches
- Paths
- Litter bins

#### **Ei Peaceful 'Ride' (Sydney Place Entrance)**

- Iron overthrow at entrance and stone gate piers
- Trees, shrubs and hedges
- Grass areas and lawns
- Flower beds
- Interpretation/ signage
- Seats/ benches
- Paths

- Litter bins

### **Eii Railway Walk**

- Trees, shrubs and hedges
- Grass areas and lawns
- Flower beds
- Interpretation/ signage
- Seats/ benches
- Paths and steps
- Litter bins

### **Fi and Fii Quiet Gardens**

- Trees, shrubs and hedges
- Grass areas and lawns
- Flower beds
- Interpretation/ signage
- Seats/ benches
- Paths and steps
- Litter bins

### **Fiii Canal Walk**

- Iron and stone gateway onto canal
- Iron (x2) canal bridges (heritage)
- Bridge abutments
- Iron railings
- Vegetation management in partnership with C&RT

**What work is involved – set out by type, when it is done and how often;****Gardens – trees**

- All trees are surveyed on a regular annual basis for hazards and diseases.
- Cyclical planned tree management programme.
- Ad-hoc call outs for emergency tree/ branch felling, clearance after incidents.
- Planting replacement trees when key trees are lost.

**Gardens – shrubs and beds**

- Trim hedges (summer) and prune shrubs (winter).
- Prepare beds for planting.
- Sowing of wildflower areas and planting of bulbs.
- Carry out planting of annual bedding and perennials.
- Weeding all beds.

**Gardens – lawns**

- Lawns mowed every two weeks through the growing season.
- Ride on mower is used for the main areas of lawn.
- Ferris mower is used for areas under and around trees and obstacles and on slopes.
- A strimmer is used to edge lawns, trim around benches, bins and posts and any tight corners.
- Any holes are filled with topsoil, tamped down and seeded with grass seed (as and when required).
- Long grass areas to be cut only once or twice a year for wildlife benefit.

**Gardens – play**

- Grass areas mowed and strimmed every two weeks.
- Play equipment inspected every week.
- Sand checked for safety and cleanliness.
- Minor repairs carried out on play equipment as and when required.
- Replace play pieces through appropriate asset management.

**Buildings – heritage**

- Cyclical planned maintenance – checking for breaks in roofing and repairing; clearing gutters from leaves and debris; repairing cracks and loose mortar; on iron work ensuring areas of flaking paint are rubbed down and repainted; checking general wear and tear.
- Graffiti removal as and when it occurs – fast response removal team called.

**Buildings – new**

- Cyclical planned maintenance – post snagging and defects period: checking general wear and tear and repairing as required; repainting and inspecting roofing and guttering on annual basis.

- Ad hoc repairs and replacements as required.
- Graffiti removal as and when it occurs – fast response removal team called.

**Infrastructure – waste/ litter, site furniture – bins, benches, seats, picnic tables**

- Daily litter pick main open areas and emptying of bins, including dog litter bins.
- Monthly deep clean litter pick in bushes and more hidden areas – be aware of sharps.
- Keep seats clean and safe to use.
- Repair or replace any damaged bins or seats.

**Infrastructure – access, roads, paths, steps, walls**

- Fill pot holes and resurface areas as required.
- Remark (painted markings) where necessary.
- Relay any inserted brass or resin waymarkers.
- Repair perimeter walls, and internal walls, gates, railings, fencing and bollards.

**Infrastructure – water**

- Check water quality and read meters.
- Check and repairs leaks.
- Maintain and repair any pumps.

**Infrastructure – electricity**

- Read meters.
- Respond to call outs and replace bulbs, sockets, rewire where required and upgrade switch panels.

**Event spaces**

- Prepare areas in advance of events.
- Ensure adequate H&S planning, risk assessments, and liaison with external agencies.
- Ensure full and proper clearance and restoration of the site post event.

**Interpretation**

- Refresh and keep up to date all information outlets.
- Keep boards, murals etc clean and readable/ viewable.
- Draw up inspection programme and implement replacement strategy.

**Who will do what:**

- **Parks Service**
  - Heritage Gardeners – team of 4-6 gardeners peripatetic moving between city’s heritage parks. Will mow, trim, cut, prune, plant etc.
  - Horticultural team – nursery staff able to order in seeds and plants, grow plants on in greenhouses and plant out. Will also provide planting designs.
  - Play Inspectors – checking all play equipment and play areas for safety and reporting major repairs and implementing minor repairs.
  - Litter collector – bin emptying and litter picking.
  - Tree Team – all planned and ad hoc tree care and advice.
  
- **Property Service**
  - Chartered Surveyors - able to market property, draw up leases, oversee and enforce leasehold requirements with the backing of Legal Services. Particular focus on Full Repairing Leases.
  - Maintenance – carrying out cyclical surveys and call-out investigations, instructing repairs and replacements. Oversee meter installation, connection and readings.
  
- **Friends of Sydney Gardens**
  - Regular gardening sessions.
  - Regular weekly litter picks.
  - Reporting incidents and problems.
  - Volunteers interested in a variety of tasks and activities in the Gardens.
  - Eyes and ears of the Gardens.
  
- **Holburne Museum**
  - Currently managing the Gardeners Lodge, and in future, possibly: the Community Pavilion, Edwardian Toilets, and immediate outdoor space?
  - Responsible for the fabric of the building(s) under a full repairing lease.
  
- **Café Operator**
  - Maintaining the fabric of the building under a full repairing lease.
  - Possibly responsible for access and cleanliness of the Changing Places toilet?
  - Possibly the hirer of the Petanque Terrain and other play equipment e.g. table tennis table nets, bats and balls?
  - Possibly involvement in the tennis courts?
  
- **Tennis Provider**
  - tbc
  
- **Artist/ crafts person (Bothy)**
  - tbc

**What resources (money, people and skills) are required.**

Refer to **SG Annual Maintenance Cost Spreadsheet** for current and expected future annual maintenance costs. *{tbc}*

# Appendix 1

## Operational Vehicle Access Requirements – current and future

### CURRENT

#### Current Vehicles Accessing the Site

Operational team vehicular use:

- 4x4 Toyota Hilux pick up for bringing in staff and equipment (need to drive up to play area)
- 3.5t transit van with open back with trailer for bringing in staff and equipment
- small tractor with trailer for green waste
- 5.5t off road truck for tree cutting operations

Litter bin emptying:

- Small utility vehicle

Toilet cleaning access:

- Small commercial van – Peugeot Bippa

Events:

- Large transit vans
- A range of other vehicles access the site to set up events

Emergency:

- Helicopter landing on open grass area
- Other emergency service access, includes ambulance, police and fire engines

Network Rail:

- Large transit vans for bringing staff, equipment and materials onto site for rail maintenance

#### Current Building Use

Operational team building use:

- The Bothy used as an on-site maintenance workshop, storage for equipment and tools, and for rest during breaks

Toilet cleaning access:

- Modern toilets – a side room with sink for storage and washing

#### Current Use of Areas

Operational team use of areas:

- Depot area – temporary storage of green waste and deliveries. Also a sea container for tool storage

### FUTURE

#### Future Vehicles Accessing the Site

Operational team use:

- 4x4 pick up for bringing in staff and equipment

- 3.5t transit van with open back with trailer for bringing in staff and equipment
- small tractor with trailer for green waste
- 7.5 off road truck for tree cutting operations
- 50 tonne crane (can only access the main gate directly from Bathwick Street)
- 6m Grain trailer (can only access the main gate directly from Bathwick Street)
- 7.5 tonne lorry with hi-ab (can only access the main gate directly from Bathwick Street)

Litter bin emptying:

- Small utility vehicle

Toilet cleaning:

- Small commercial van

New Café:

- Staff vehicle access
- Deliveries
- Maintenance

Emergency:

- Helicopter landing clearance on open grass area
- Emergency service access (fire; ambulance; police)

Network Rail:

- Large transit vans for bringing staff, equipment and materials onto site for rail maintenance
- Other temporary vehicular access associated with future rail electrification work

Large event vehicles

#### **Future Building Use**

Operational team building use:

- None

Friends of Sydney Gardens/ C&RT Volunteers:

- Lock up for tools and supplies – integrated into the Bothy
- Rest and social area – integrated into the Bothy

#### **Future Use of Areas**

Operational team use of areas:

- Very temporary storage of green waste and garden deliveries
- Back of house area for storage relating to events – wheelie bins, generators etc; and parking on existing paths for two emergency vehicles (e.g. on duty during events like the Bath Carnival)
- Provision of 2 or 3 specific compost bays (compost bays should be a minimum of 4m wide by 3 deep) - but not essential.

## **Appendix 2**

**An example of a typical existing works plan used for working out time cost of routine gardening activities (see next page).**

## **Appendix 3**

**Sydney Gardens Character Area Plan (see next page).**