



Knowsley Council

Knowsley Metropolitan Borough Council

The Bowring Park Managing Agent Project

**The procurement of a Managing Agent for Bowring Park using
The Concession Contract Regulations 2016**

Project Information Memorandum

Schedule 3: Bowring Park Maintenance Plan

11 December 2019

Contents

1. Please note.....	3
2. Introduction.....	4
3. How Bowring Park is Currently Managed	5
4. Landscape Maintenance	7
5. Maintenance of the historic buildings and the historic landscape	11
6. Maintenance of the tree and woodland structures	14
7. The achievement and retention of the Green Flag Award	15

Appendix A: Bowring Park Woodland Management Plan

1. Please note

- 1.1 The provision by the Managing Agent of a robust plan for maintaining Bowring Park and demonstrating its effective delivery is essential. The Council has high expectations in this regard and these are identified below as a guide to the standards required and matters to be considered.
- 1.2 Whilst the Managing Agent will have overall responsibility for the Maintenance Plan due to the wide range of stakeholders and interests in the Park, and the expertise and resources they can contribute to the Plan, it was essential that a process is developed that allows a mutually agreed Park Maintenance Plan to be created, delivered and monitored that all key partners and stakeholders can collaborate in (via the Stakeholder Planning Group – see Schedule 5- The Community Activity Programme).
- 1.6 An Operation and Maintenance Manual for the landscape and building features of the Park that have been the subject of the Restoration Project will be available for Applicant's to reference at Stage 3 of the Procedure i.e. Dialogue on Detailed Solutions.
- 1.7 The primary method of evaluating the success of the Managing Agent's Maintenance Plan will be the achievement and retention of a Green Flag standard for Bowring Park from June 2021.

2. Introduction

- 2.1 Bowring Park has a total area of 53.6 hectares (ha). The Park's Golf Course comprises 45.8 ha of this total.
- 2.2 Bowring Park is a high level park (i.e. of local significance with a diversity of recreational facilities for the community) and a key public green space. However, it has had a long-standing reputation as one of the Knowsley's poorest quality and least used public green spaces.
- 2.3 Bowring Park is one of the first municipal parks established after the adoption of the Open Spaces Act of 1906 as it was gifted in that year to the inhabitants of Liverpool by Alderman William B Bowring. The Park represents Georgian and Victorian life, especially prominent merchants and families that established many of the local country estates. The Park's heyday as a municipal park and golf course showcases a rich social history profile of Liverpool life in the early 20th Century. However, by the 1950s the Park had started to decline and fall into disrepair.
- 2.4 The Park's Restoration Project provides a fresh opportunity to reflect on how the Park will be managed and maintained in the future reflecting: its heritage; rejuvenated features; the opportunities for further infrastructure improvements; and the commercial and public benefits sought.
- 2.5 Furthermore, such an approach is essential for the financial sustainability of the Park; to effectively maintain its landscape and building features; and cater for the predicted significant increase in the number of users and increased activity resulting from the delivery of the Park's Activity Programme (see Schedule 5).

3. How Bowring Park is Currently Managed

- 3.1 On 3 October 2018 Mack Trading, the company who the Council had commissioned to operate Bowring Park Golf Course in 2011 (under a 20 year lease), closed for business with immediate effect as a result of Creditors Voluntary Liquidation. Their closure impacted on seven other municipal golf courses in the UK (no connection to Knowsley Council).
- 3.2 Given these circumstances the Council agreed to step-in and manage the golf course in the short-term. It did this also to protect the Council's municipal golf course asset from deterioration and to sustain the employment of the five permanent specialist golf course staff that were employed by Mack Trading. Therefore, these staff transferred to the Council's employment under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (TUPE) based on the terms of employment that they were employed by Mack Trading (see Table 1 below). They have been managed within the Council's Department for Communities and Neighbourhoods since then. This course of action was taken on the understanding that the Council would be undertaking a procurement exercise to select a new golf course management entity (which will be part of the Managing Agent's role) and the staff would then transfer under TUPE to this new provider i.e. the Managing Agent that this Procedure has been designed to identify.

Table 1: Staff working at the Golf Course who will be the subject of a TUPE Transfer to the Managing Agent		
Post	Salary per annum	Hours per week
General Manager	£24,480.00*	36
Head Greenkeeper	£23,571.88*	36
Greenkeeper	£20,544.64*	36
Greenkeeper	£19,300.08*	36
Customer Services Assistant	£17,457.48*	40

*Salaries will reflect the Local Government pay award in April 2020.

- 3.3 The maintenance of the golf course is currently being managed adequately. The staff have been working hard to maintain its horticultural standard and the informal feedback from golfers is very complementary. However the circumstances that led Mack Trading to close, the implications arising from the Council's sudden take-over of the course, and the extensive restoration works since October 2018 are impacted negatively on the financial performance of the course. Current projections for 2019/20 identify that the Council is subsidising the course by £0.118m.
- 3.4 Therefore the under the current arrangements the Council is running the golf course at a significant financial loss. The income it is receiving does not cover its costs of keeping the golf course open. This situation cannot continue as it will start to damage the Council's ability to provide other public services to Knowsley i.e. statutory social care to vulnerable children and adults. Hence, the Council must look at all of the available options to sustain the golf course in a more affordable way. The alternative would be to cut the funding for key Council services (e.g. social care services) in order to keep the golf course open, which is unacceptable.
- 3.5 The maintenance arrangements for the Golf Course are described in **Schedule 6**.

4. Landscape Maintenance

4.1 A grounds / landscape maintenance plan has been prepared for Bowring Park by the Council. This is provided as a guide to the minimum standard of maintenance the Council expects the Managing Agent's to apply.

4.2 Table 2 sets out the maintenance plan for Bowring Park outlining the tasks and their frequency:-

- General landscape works.
- Grassed area.
- Wildflower meadows.
- Woodland works.
- Tree works.
- Play area maintenance.
- Landscape structures.
- Hard surface landscape works.
- General works.

Table 2: Proposed Landscape Maintenance Plan for Bowring Park

Landscape Maintenance Schedule: Maintenance Plan for Landscape Elements																
Ref.	Landscape Element	Maintenance Task	Frequency	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Projected Costs
General Landscape																
1	Pests and Diseases	Inspect plants for any pests or diseases that develop are rectified / treated promptly	2x / year					√			√					£100.00
2	Leaf removal within Garden Area	Remove leaf litter and compost	3x / year										√	√	√	£850.00
3	Leaf removal within park	Remove leaf litter and compost	3x / year										√	√	√	£1,200.00
4	Water Shrubs	Check through summer	Weather Dependant													£400.00
5	Replacement to planting hedgerows	Winter	1x / year												√	£150.00
6	Glyphosate to hedgerows	Early Summer	3x / year				√		√				√			£92.50
7	Trim beech headline and re-form	September	1x / year									√				£700.00
8	Trim quick growing hedge line and re-form	April / June / August	3x / year				√		√		√					£900.00
9	Trim down ornamental grass	Late winter	1x / year											√		£500.00
Grassed Areas																
10	Cut Grass	During growing season	14* / year			√	√√	√√	√√	√√	√√	√√	√			£6,900.00
11	Spring Fertilise	Help improve the health of the grass prior to the growing season / after 1st cut	1x / year				√									£500.00
12	Autumn Fertilise	Help improve the health of the grass prior to the winter period	1x / year									√				£500.00
13	Spot treat noxious weeds	Remove specific weed problems	1x / year							√						£220.00
14	Cut grass containing bulbs and corms	Grass cut after die-back of bulbs	1x / year							√						£330.00
15	Spot treat noxious weeds	Remove specific weed problems	1x / year							√						£200.00
16	Top dress	To aid health and quality of grass	as instructed													£427.50
Wildflower Meadow																

36	Inspect play equipment	Weekly inspection	52x / year	√√√ √	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	£213.00
37	Annual ROSPA inspection and report	Annual inspection	1x / year			√											£140.00
Landscape Structures																	
38	Brick and Stone features: Walls, Ha-Ha, steps and pillars	Inspect structures to ensure that they are in good repair. Remove any vegetation growth, repoint with Lime-based mortar as required	1x / year										√				£125.00
39	Pergola	Inspect structure yearly to check any splits or rot which develops is rectified / treated promptly	2x / year					√					√				£250.00
Hard Surfaced Landscape Elements																	
40	Litter pick hard areas	Pick up any litter to ensure that the park is kept tidy	Ave fortnightly	√	√	√√	√√	√√√√	√√√√	√√√√	√√√√	√√	√√	√	√		£2,600.00
41	Weed Control	Hand weed	3x / year					√		√		√					£700.00
42	Top-up crushed stone surface	Inspect crushed stone path surface if required top up with crushed stone and compact	Bi-annually					√									£460.00
General																	
43	Check seating and bins secure	Annual inspection	1x / year														£250.00
44	Check seating and bins are undamaged	Weekly inspection	52x / year	√√√ √	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	£500.00
45	Check fences are secure and in good repair	Annual inspection	1x / year		√												£105.00
46	Are gates secure / closing properly	Weekly inspection	52x / year	√√√ √	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	£500.00
47	Check footpaths are unobstructed	Daily inspection	260x / year	√√√ √	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	£520.00
48	Check site is clear of litter, glass and other debris	Daily inspection	260x / year	√√√ √	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	√√√√	£520.00
49	Check Stone walling , Pillars, Ha-Ha, steps are in good repair	Annual inspection	1x / year		√												£150.00
50	Check drainage system is in good working order.	Quarterly inspections	4x / year				√			√			√			√	£150.00

5. Maintenance of the historic buildings and the historic landscape

- 5.1 Table 3 details the maintenance plan for the buildings. The schedules outline the minimum inspections that must be undertaken, their frequency and who should do it. Some work can be carried out by non-skilled staff, such as regularly visually checking for obvious safety issues. However, periodic full inspections and any subsequent repairs will be carried out by contractors who are trained and experienced in their field and using the appropriate equipment.
- 5.2 As the buildings are of historic importance, any restoration and alterations will be undertaken using traditional materials and techniques so as to preserve its inherent character. Therefore all future repairs should be on a like-for-like basis.
- 5.3 Table 3 also details the maintenance schedule for the structural elements in the landscape for example the walls, Ha-Ha, steps and pillars. These historic features will need to be monitored and receive sensitive periodic re-pointing with lime mortar.

Table 3: Proposed Building Maintenance Plan for Bowring Park

Building Maintenance Schedule: Maintenance Plan for Building Elements																
Ref.	Building Element	Maintenance Task (notional allowance of extent of repair/replacement is stated where appropriate)	Frequency	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Projected Costs
Roofing Elements																
1	Roof areas generally	Inspect roof areas from the ground and accessible high points & report any damage to the roof covering/flashings/lead work etc.	Annually & after stormy weather			√										£300.00
2	Slate covering	Inspect for cracked, displaced & broken slates. Replace damaged slates with ones to match (say 10no).	Twice a year				√							√		£1,200.00
3	Ridge and hip tiles	Inspect for any dislodged/missing tiles or missing mortar and repair/replace/re-point as required (say 2 metres)	Annually				√									£500.00
4	Lead abutment flashings	Inspect condition of lead flashings and ensure they are securely fixed into chase and is secure and still seals the brickwork from water ingress. Check for splits, holes and loosened lead wedges. Check for any loose lead soakers. (Allow for re-dressing lead flashing and re-pointing 2 metres)	Annually				√									£500.00
5	Cast iron gutters and rainwater pipes	Reseal where necessary and repaint.	Every 5 years					√								£1,000.00
6	Cast iron gutters, hoppers and rainwater pipes	Inspect for splits leaks and general condition	Annually				√									£200.00
7	Lead lined stone gutters at the eaves	Inspect condition of lead along its length and check for splits at outlets and welds. (Allow for reforming lead into the stone gutter and re-bonding to the lead expansion strip)	Annually				√									£500.00
8	Rainwater gutters, hoppers and outlets	Clear of vegetation and debris	Monthly during spring, summer & autumn				√	√	√	√	√	√	√			£175.00
9	Gulleys around building	Clean the gutleys and check if water flows freely and rod is necessary	Annually					√								£500.00
Other Building Elements																
11	Base of buildings and drainage channels	Clear any plant growth	Annually									√				£75.00
12	Internal spaces below roof	Inspect roof voids and internal spaces for evidence of roof leaks, particularly below gutter, and roof abutments.	Annually & after stormy weather					√								£120.00
13	General: Ventilation	Ensure any mechanical ventilation is functioning to minimise the risk of condensation.	Weekly	√	√	√	√	√	√	√	√	√	√	√	√	£240.00

6. Maintenance of the tree and woodland structures

6.1 Appendix A details the Woodland Management Plan for Bowring Park. The Plan been prepared to direct the regeneration of the original historic parklands and to guide the management of their woodland resource. It identifies that Park has good ecological value due to a variety of habitats present including woodland, scrubland and grassland and is also in proximity to wetland areas and ponds. Overall tree quality is good; however work is required in order to provide a solution to the aims and recommendations for the management of the ten tree compartments set out in the Plan.

6.2 Woodland Management Plan – Aims:-

- To manage the land for the benefit of biodiversity.
- To manage the tree stock to provide a safe environment for pedestrians and users of the golf facilities.
- To create new habitats ready for occupation by wildlife.
- To maintain the newly planted woodland.
- To provide a platform for the regeneration of historic parkland and associated management of the site.

7. The achievement and retention of the Green Flag Award

7.1 The Council is committed to achieving Green Flag Award status for Bowring Park by June 2021 and retain it for at least ten years after the Restoration Project's infrastructure improvement works have been completed.

7.2 It is intended that an application for Green Flag Award status for Bowring Park will be made in January 2021 to allow a twelve month period following the completion of the majority of the Project's infrastructure works to allow sufficient time to prepare for this assessment; with the Green Flag judging taking place in April 2021. The Park's Maintenance Plan and the suite of management documents associated with it will form the basis of the application / inspection, as will the improved condition and increased standards in maintenance and management that will be evident on site from 2020 onwards. An application will be made annually thereafter to retain the Green Flag Award for at least ten years. This process will be used to continue to improve the condition, management and public benefit of the Park.

7.3 The Green Flag Award Judges Feedback will be utilised as an independent assessment of the Management and Maintenance Plan and delivery on the ground. Feedback will be utilised, where appropriate in the review and update of the Plan.

7.4 A Green Flag Award assessment was conducted at Bowring Park in 2014/15 in advance of the Restoration Project; which it failed, with the following improvement recommendations being made:-

- Develop Master Plan to coordinate improvements within the Park.
- Identify funding to safeguard heritage features such as buildings and sunken garden. *
- Develop overall Maintenance Plan for Park.
- Develop coordinated marketing strategy for Park.

- Open up areas of dense planting.
- Develop robust maintenance schedule to include heritage features, tree works and diverse habitats.
- Update Woodland Management Plan.*
- Develop robust inspection regimes to monitor sustainable maintenance procedures.
- Develop Conservation Management Plan to look at safeguard heritage assets.*
- Develop partnerships to the support deliver of activities.
- Support Friends of Bowring Park to be key volunteer group for the Park.
- Develop identify for the Park within local community and wider region.
- Develop a sustainable partnership model to manage the Park.
- Involve partner and stakeholder involvement in the planning and delivery of the Management Plan, including agreeing action plans and timescales.
- Develop welcoming entrances and park signage and interpretation signage.*
- Improve car park area for all transportation.*
- Accessibility for all abilities needs to be addressed.
- To ensure that Disability Discrimination Act 1995 (DDA) compliance is met within the Park in terms of entrance features and main pedestrian paths into the site, plus car parking bays and car park surfacing generally, as well as buildings.
- To address physical access barriers to formal gardens area currently caused by fencing between car-park and gardens.*
- Review location of bins and cleansing.*
- Potential to develop formal garden into show piece.*
- Coach house requires investment to prevent falling into disrepair.*
- Develop robust maintenance schedules.*

- Support the effective staffing and management of the Coach House as a Community and Visitor Centre in liaison with Friends of Bowring Park.*
- Improve natural surveillance on the site.
- Open up formal gardens to public.
- Address anti-social behaviour including dog fouling and vandalism.*
- Minimise or exclude use of pesticides and peat in the management of the Park.
- Manage woodland blocks and carry out health and safety checks.
- Develop sustainable buildings.
- Deliver grounds maintenance that maximises biodiversity levels.
- To restore and conserve the formal gardens area including walled garden, sunken garden (Dell), Terrace and Ha Ha features.*
- To conserve the original buildings of Bowring Park and develop them to enhance their respective roles for golfing activity and community / visitor centre.*
- To consider the unearthing of the foundations of the original Roby Hall as a further heritage feature of interest for the site.
- Support the sustainability and development of the Friends of Bowring Park.
- Involve the wider community and partners in developing activities and park management.
- Explore income generation activities / sustainable management models for buildings.
- Carry out park user surveys to identify target audiences.
- Establish regular means of communication with local stakeholders including newsletters, events calendar, press releases, websites, noticeboards, etc.
- Identify partners to support development and improvement of heritage features.

8.5 These have either been addressed through the Restoration Project's investment in the Park's heritage features (highlighted *) or will be achieved via the Managing Agent's involvement in the Park.

Knowsley Council
11 December 2019