

8.45 MANAGEMENT & MAINTENANCE PLAN

Marble Hill

10 Year Management and Maintenance Plan



January 2017

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Executive Summary

Marble Hill Park is located within the East Twickenham area of the London Borough of Richmond upon Thames. Located on the north bank of the River Thames it is one of a string of gardens that collectively form London's Arcadian landscape. In 2016 an application was made to the Heritage Lottery Fund (HLF) under the Parks for People programme in order to revive the lost 18th century landscape of Henrietta Howard and revive the historic connection between the park and the house. A Round One pass was granted in August 2016.

This ten year Management & Maintenance Plan (MMP) has been created to support the development of the Round Two application.

The restoration vision for the site is:

'Henrietta Howard, a remarkable woman, overcome personal adversity to build an outstanding 18th-century house and garden at Marble Hill as a retreat for herself, her family and friends. We will rejuvenate her creation, transforming it into a vibrant public park, enabling everyone to experience the pleasure Henrietta and her circle found there. We will restore and interpret the 1752 and later 18th-century landscape, providing within it high quality sports facilities for everyone. We will conserve and reinterpret the house, opening it free of charge on an increased opening regime. We will restore the historic stables as a visitor hub, providing commercial sustainability through a café and shop which open daily, and through hospitality opportunities. We will work in partnership with local organisations to deliver outstanding events, education and training programmes. These, with our new volunteer programme, will deliver a welcoming and inclusive environment, sustainable well beyond the funded lifecycle of the project.'

The MMP describes the aims and objectives for the management and maintenance of the whole site both today and for 10 years after the completion of the project. The MMP describes the proposed management structures and the anticipated resource, skills and budgets required to support the revived site as a whole. The plan also describes opportunities for community participation in the management of the park and learning through training, education and interpretation.

The MMP forms one of a number of documents prepared in support of the proposals. Close reference is made to these other supporting documents and surveys in the MMP.

I Introduction

1.1 Scope of the Plan

In 2016 an application was made to the Heritage Lottery Fund (HLF) under the Parks for People programme in order to revive the lost 18th century landscape of Henrietta Howard and revive the historic connection between the park and the house. A Round One pass was granted in August 2016.

The overall aim of the MMP is to ensure the long-term conservation of Marble Hill House and Park through the delivery of appropriate management and maintenance regimes.

The objectives of the MMP are to:

- Describe the relevant legislative and policy information that relates to the management and maintenance of Marble Hill
- Describe the current maintenance and management policies and procedures and how these will respond to the needs of the project
- Reflect on the current management and maintenance of the park in line with Green Flag criteria in order to achieve and sustain Green Flag status
- Outline the changes in maintenance and management needed to support the proposals
- Ensure that the proposed management structure, resources and budgetary requirements can deliver the 10 year plan
- Set out an Action Plan for the delivery of the MMP

The MMP covers the maintenance and management of the site for a period of 10 years from the commencement of the proposed works (2017/18).

The MMP has been prepared in accordance with the Management and maintenance plans guidance: Parks for People (2016).

The MMP is set out as follows:

- Section 2 describes the designation and policy context for the park
- Section 3 describes the history of the park. This section is largely drawn from the Conservation Management Plan (CMP)
- Section 4 describes the current management and maintenance of the park
- Section 5 provides an overview of the park today, the ecology and heritage significance (drawn from the CMP)
- Section 6 describes Green Flag audits undertaken for the park and sets out key issues to be addressed if the park is to achieve Green Flag status
- Section 7 summarises the masterplan proposals
- Section 8 sets out the Management Objectives for the site
- Section 9 describes the proposed maintenance and management structures
- Section 10 sets out the Park Action Plan to deliver the MMP
- Section 11 sets out the Cost Plan

- Section 12 describes planned monitoring and review of the plan

I.2 Preparation of the Plan

The Management and Maintenance plan was prepared by those directly involved in the formulation of the HLF bid:

- Agneiszka Sadraei, Properties Curator
- Anna Dil, Hospitality Events Manager
- Brian Clarke, Landscape Manager
- Cate Milton, Events Manager
- Cressida Diez-Finch, Interpretation Manager
- Emily Parker, Landscape Advisor
- Esme Whittaker, Curator Collections
- John Stevens, Senior Estates Surveyor
- Kate Pitt, Audience Development Manager
- Ndai Halisch, Project Manager
- Paul Rees, Conservation Maintenance Manager
- Rebecca Bennett, Collections Conservator
- Robin Copeland, Senior Landscape Advisor
- Simon Tansley, Area Manager

The plan has been prepared in correlation with the other supporting documents, including the CMP, Activity Plan (AP) and Business Plan.

2 Marble Hill Context

Marble Hill Park is a 26.7 hectare public park, listed Grade II* in the Historic England Register of Historic Parks and Gardens. Within the park sits Marble Hill House, a Grade I Neo-Palladian villa built as the residence of Henrietta Howard, Countess of Suffolk during the 18th-century. The house and park are owned and managed by English Heritage.

Marble Hill Park is located within the East Twickenham area of the London Borough of Richmond upon Thames. Located on the north bank of the River Thames it is one of a string of gardens that collectively form London's Arcadian landscape. Marble Hill Park is a strategic part of the Thames Landscape Strategy, Ham Reach and provides some of the formal landscape structure as seen from the view from Richmond Hill, which is the only landscape view in England to be protected by an Act of Parliament.

On the opposite bank of the River Thames sits Ham House and Gardens and Petersham Meadows with Richmond Park beyond. These are connected by Hammerton's Ferry service, which carries passengers and cycles.

The public have enjoyed the use of site as a park for over 100 years, following a successful public campaign in 1902 to save the land from development. The park provides an important recreational open space, including sports pitches for hire, used by local residents, schools and sports clubs. Other facilities include a café, public toilets, adventure playground, One O'clock Club and a community food production garden.

The aerial view of Marble Hill shows its connection to a series of green spaces along the River Thames, from Richmond Hill in the east to Ham Lands in the south-west. Directly opposite on the south bank of the Thames is Ham House and Gardens and Petersham Meadows. To the west of Marble Hill is Orleans House, where the 18th-century baroque Octagon room, designed by architect James Gibbs, still stands. Although the original Neo-Palladian villa which also occupied the site is no longer there, the Octagon room and outbuildings have been open to the public as an art gallery since 1972.

The area to the north and east of Marble Hill Park is comprised of predominantly low rise, 19th-century residential streets. Immediately along the western boundary is Montpelier Row, comprising several listed dwellings, notably two Grade II* listed early 18th-century terraces, built in 1720 which overlook Marble Hill Park and the Grade II* listed South End House whose grounds share a boundary to the rear of the Stable Block. The Grade II listed 'Woodside' is a detached dwelling which shares a boundary along the western edge of the park.

2.1 Ownership

The 26.7 hectares (66 acres) of Marble Hill Park, including Marble Hill House, is owned freehold and managed by English Heritage. London County Council originally acquired the land for public use in 1902 under The County Council of London (General Powers) Act 1902 as part of the campaign to protect the land from development and save the view from Richmond Hill. The land was statutorily transferred from the Greater London Council

(GLC) to English Heritage under the Local Government Reorganisation (Property) Order 1986. English Heritage's ownership of land at Marble Hill stretches down to the median high water tide mark of the River Thames. The Warren path along the riverside is a public footpath and the footpath/embankment and trees are maintained by The London Borough of Richmond upon Thames (LBRuT). There is also permissive cycling along the route. English Heritage works in partnership with LBRuT in this area outside the metal railings to the estate.

2.1.1 Covenants

The regulations set out under The County Council of London (General Powers) Act 1902 define how the land should be managed. These regulations still apply and therefore English Heritage, as successive landowner, are obliged to adhere to the following: "the said lands (Marble Hill House and Park)shall be dedicated to the use of the public as and for the purposes of a Park, Open Space, or Recreation Ground for ever and shall be maintained, managed and controlled by the Council as such." Under the regulations the 'Council' are also given the power to "keep enclosed the whole or any part of the said Marble Hill Estate and to restrict the public use of the same during part of every day 2 Marble Hill House & Park Landscape Conservation Management Plan 2015 and the whole of every night". This means that English Heritage can control access to the Park, as opposed to it being open all hours. ¹

2.2 Designations and Listings

Designation and Legislative Information (adapted from the CMP section 2.5.2 of the same name):

- Marble Hill House, Grade I
- White Lodge to Marble Hill Park, Grade II
- Stable Block to Marble Hill, Grade II
- Ice House to west of Marble Hill House Grade II
- Registered Grade II* on the English Heritage Register of Parks and Gardens of Special Historic Interest
- Twickenham Riverside Conservation Area - http://www.richmond.gov.uk/conservation_area_statements
- Marble Hill is included in the Richmond Hill view (protected by Act of Parliament) - http://www.richmond.gov.uk/home/services/libraries/branch_libraries/local_studies_collection/local_history_notes/the_view_from_richmond_hill/preserving_the_view_from_richmond_hill.htm
- SSSI Impact Risk Zone (to assess planning applications for likely impacts on SSSIs/SACs/SPAs & Ramsar sites)
- National Character Area - Thames Valley - <http://publications.naturalengland.org.uk/publication/3865943?category=587130>

¹ Extract from The County Council of London (General Powers) Act 1902

- Woodpasture and parkland BAP priority habitat (England) – <http://jncc.defra.gov.uk/page-5705>
<http://webarchive.nationalarchives.gov.uk/20140711133551/http://www.naturalengland.org.uk/ourwork/conservation/biodiversity/protectandmanage/habsandspeciesimportance.aspx>
- Thames Landscape Strategy - <http://thames-landscape-strategy.org.uk/who-we-are/newbox-one/>
- Marble Hill House is an Arts Council England Accredited Museum

2.3 Local Policy Context

2.3.1 Other planning considerations not mentioned above

- National Planning Policy Framework (NPPF, 2012)
- London Plan and Minor Amendments to the London Plan (2015)
- London Borough of Richmond upon Thames, Local Plan and Development Management Plan (2013)
- Local Plan (including Twickenham Area Action Plan (TAAP), adopted July 2013) policies include: Policy DM OS 2 Metropolitan Open Land; Policy DM OS 4 Historic Parks, Gardens and Landscapes; Policy DM OS 6 Public Open Space; Policy DM OS 11 Thames Policy Area; Other Site of Nature Importance; Policy DM HD 1 Conservation Areas - designation, protection and enhancement; Policy DM HD 7 Views and Vistas; Proposed area for tree planting; Site specific proposals
- Village Plan for St Margaret's and East Twickenham Area - http://www.richmond.gov.uk/st_margarets_and_east_twickenham_village_plan

2.3.2 Integrated Emergency Planning (CMP section 4.11 of the same name)

2.3.3 English Heritage policies (adapted from the CMP section 4.2 Management Controls and Policies)

- English Heritage, Climate Change Policy (2008) – <https://historicengland.org.uk/images-books/publications/climate-change-and-the-historic-environment/>
- English Heritage, Conservation Principles, Policies and Guidance (2008) – <https://historicengland.org.uk/images-books/publications/conservation-principles-sustainable-management-historic-environment/>
- Those included in Marble Hill House and Park Conservation Management Plan (2016)

2.4 Leases and Licences

There are various leases and licences relating to the various properties, access and user groups in the park. These are summarised below:

- Marble Hill Playcentres - Toddlers Playcentre and Adventure Playground for older children (£5500pa)

- Hammerton's ferry - Ferry, moorings & access (£1915pa)
- Port of London Authority Licence - Landing stage, piles and outfall pipe (£1365pa + annual % adjustment)
- The Coach House Café – run as an independent café
- Model Garden – Environment Trust for Richmond Upon Thames – (£peppercorn)
- Seeboard Power Networks plc - Electricity sub-station adjacent to Beaufort Lodge – (£20pa)
- Two flats in Stable Block and two lodges rented out

3 Marble Hill History

This section provides a brief overview of the history of the house and park. A full description and analysis of the stages in the development of Marble Hill and their significance is given in the CMP.

The area that would become Marble Hill Park fell within the East Field of Twickenham. This was an open field consisting of many strips of land in different tenures but not physically divided with hedges or fences. Around the middle of the 17th century the East Field was reorganised into parcels of land (known as shots) and enclosed by hedges.

The suitability of the land for a villa came to the attention of the Earl of Ilay who was seeking a site for the construction of a house for Henrietta Howard. However acquiring the land proved complicated with over a dozen copyhold tenants and freeholders having an interest in the area and this piecemeal purchase of the site had a fundamental influence on the design of the grounds.

A garden landscape was planned within this core area of the estate. Its early plan was designed by Alexander Pope and Henrietta also engaged Charles Bridgeman, the royal gardener. Bridgeman visited Marble Hill with Mrs Howard and Pope in September 1724 and was working on the plan later in the month. A survey plan of c. 1752 gives a detailed impression of the landscape at c. 1724 and the layout is representative of garden design in the 1720s indicating that the Bridgeman scheme was implemented.

The identity of the builder of Marble Hill House is revealed unequivocally in building accounts. The first firm documentary references to the new house occurred in June 1724, when Lord Ilay paid £200 on account to Roger Morris for 'building the naked carcass of a house.' Morris was an entrepreneur and speculative builder, as well as draughtsman and tradesman. Payments for Marble Hill House were sporadic until 1729, when Morris was paid a final sum on completion of the works.

It is thought that by 1749 much of the land that now makes up Marble Hill Park was owned or leased by Henrietta. A small area to the south east was an exception but by 1752 Henrietta acquired it through family connections and evicted the tenant in 1757 pulling down his house immediately.

Henrietta Howard, Countess of Suffolk, died at Marble Hill on 26 July 1767, leaving the house and estate in trust for her nephew, the second Earl of Buckingham, or by reversion to her great-niece Henrietta Hotham, for whom the estate was also to be mortgaged to raise a settlement of £3000, to be paid on her 21st birthday or on her marriage. After unsuccessful attempts to alter this settlement, Buckingham briefly let the house and part of the estate, before occupying Marble Hill in person from Christmas 1769 until his death in 1793.

After the Earl's death the house passed to Henrietta Hotham, who let Marble Hill to a series of tenants, most famously to Maria FitzHerbert, mistress and secret wife of the Prince of Wales. Henrietta Hotham died without heir in 1816, and subsequent inheritors were able to break the Countess of Suffolk's entail, selling the property on.

Of all the occupants of Marble Hill, Lieutenant General Jonathan Peel (1799 – 1879) lived the longest at the site. He was a son of Sir Robert Peel, the Lancashire cotton manufacturer and first baronet, and the younger brother of Prime Minister, Robert Peel. Jonathan was a politician, soldier, and patron of the turf, and served as a Secretary of State for War under the Earl of Derby. He bought Marble Hill in 1825 and his most important contribution lies in rationalising the tenure, buying the freehold of the various parts of the estate by 1877.

An enthusiastic owner of race-horses, Peel demolished the old stable block and developed new stables to the north-west of the house, adding the present buildings in the first two years of his occupancy. . During his occupancy a new access to Marble Hill House was created, with a drive through the Sweet Walk (making separate entrances to Marble Hill House and Marble Hill Cottage). A small house at the north-west entrance to the park, also known as the White Lodge, was presumably built at this time. On the south side, in the middle terrace a new flower garden, probably Italianate in style, was in place by 1850.

After the death of Peel's widow in 1887, her effects were sold and Marble Hill House remained empty for several years, both the building and its grounds falling into disrepair. The threat of redevelopment became particularly acute in 1901, when the then owners, the Cunard family seemed on the point of beginning construction works. Such proposals aroused vocal opposition, largely on the grounds that the famous view from Richmond Hill would be spoiled. At a public meeting at County Hall in July 1901, the developers agreed to sell the estate if a deposit of £3500 could be paid immediately. This sum was found by the then London County Council, and £70000 was raised for the purchase of the property itself by a consortium of the Council, other local authorities, and private individuals, Marble Hill being conveyed to the Council on 30 May 1903.

The same year Marble Hill opened as a public park, with the house used as a tea room. A tree planting programme was undertaken in the park in the 1920s with ornamental species planted with little reference for the historic layout of the grounds. Since then the park has been enjoyed by the local people of Twickenham and visitors from further afield. However, the remnant features of the historic landscape have been gradually eroded with the loss of over mature trees and the installation of new features for sport and children's play.

Since then the most significant changes at Marble Hill house resulted from its transfer in 1988 to English Heritage. Sensitive and historically informed representations of two of the first floor rooms, the Damask Room and Lady Suffolk's Bedchamber were carried out in 1988 and 1997 and in 2006 the ground floor Dining Parlour was hung with modern hand-painted Chinese wallpaper.

4 Current Maintenance and Management

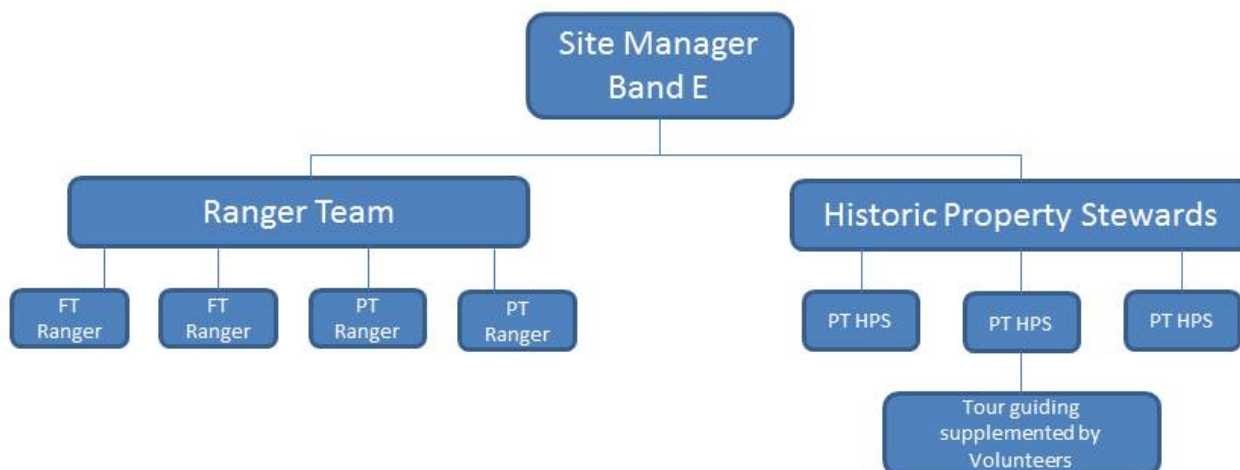
This document should be read in conjunction with the Conservation Management Plan and its various detailed sub-sections. This document supplements the Plan in order to provide a comprehensive maintenance programme for Marble Hill over the next 10 years.

It should be noted that English Heritage is a responsible guardian of the historic assets within its care, and understands that over the next 10 years, information may well come to light which may necessitate urgent expenditure on elements of Marble Hill House, or the Parkland which cannot be foreseen at this stage. No allowance has been made in this document for such eventualities, but English Heritage has robust procedures in place for addressing such eventualities, and as one of English Heritage's most important assets, major issues of this nature would be addressed responsibly, and in an appropriate timescale.

1. Annual Cyclical Maintenance Schedule (Buildings Maintenance) – currently being delivered by Sykes Ltd – English Heritage's Maintenance Contractor for London
2. Annual Cyclical Maintenance Schedule (M&E maintenance) – currently being delivered by Sykes & Sons – English Heritage's M&E Maintenance Contractor for London
3. Annual Grounds Maintenance Schedule – currently being delivered by Mears – English Heritage's Grounds Maintenance Contractor for the Kenwood group of London sites which includes Marble Hill
4. Allowance for Responsive Buildings Works
5. Allowance for Responsive M&E Works
6. An allowance for Responsive Landscape Works
7. The cost of security
8. Urgent conservation and general repairs to the House – identified through the Asset Management Plan survey

Although external contractors deliver the vast majority of the maintenance requirements onsite, responsibility for these rests with members of staff based at Marble Hill and in the English Heritage Estates team (London & East).

The following staff structure is in operation at Marble Hill:



The annual maintenance costs are funded by an annual contribution from the English Heritage, East Territory Planned Maintenance Budget and their delivery is the responsibility of the Maintenance Manager, London & East through the Territory's Estates Team. The Estates Team (London & East) is responsible for the maintenance of the Territory's built and landscaped Estate. The team is responsible for managing existing cyclical maintenance contracts with contractors and for instructing works with the same contractors in response to unanticipated need (ie responsive maintenance requests which are submitted by the site-based staff). Where need dictates, responsive works may be instructed (at the discretion of the relevant Facilities Manager) to a specialist contractor rather than the standard maintenance contractor. This team comprises of the following staff:

- Conservation Maintenance Manager (Paul Rees) – overall responsibility, lets new contracts, manages the delivery of medium sized planned maintenance work, and reviews cyclical maintenance schedules on an annual basis. As the capital delivery element of this project moves into the final stages, Paul will be working closely with Ndai Halsh (Project Manager) and the architects in order to ensure that there is seamless transition between the current maintenance schedules and those which will need to exist following the completion of the project. It would be inaccurate at this stage to provide more detail than has currently been provided, but Paul will be going through the schedules line by line for each area and ensuring that all additional cyclical maintenance which has become necessary as a result of the project is fully incorporated into the revised schedules.
- Facilities Manager B&CE (Gary Rawlings) – responsible completing the Cyclical Maintenance for the site buildings maintenance and Responsive Repair works.
- Facilities Manager M&E (James Vause) – responsible for all Cyclical Maintenance work involving services (ie electricity, gas, oil and water). Also responsible for ensuring statutory compliance testing takes place every year and that the site is fully compliant.
- Landscape Technical Manager (Brian Clarke) – responsible for the contract management of the cyclical & responsive landscape maintenance contracts and for delivering one-off landscape projects which are beyond the technical competency (or which require equipment beyond the capacity) of the Rangers teams. Also responsible for all tree related management including Health & Safety.

4.1 Landscape Maintenance and Management

For detailed cost summaries for cyclical maintenance see section 11.1.3.

To be read in conjunction with the Grounds Maintenance Specification plan, drawing number MH05 (Figure 1)



Figure 1- Grounds Maintenance Specification

The text below outlines the current maintenance prescriptions for Marble Hill as required by the Grounds Maintenance Contract.

General grass cutting requirements

All grass areas are inspected prior to cutting and all litter, stones and debris removed. Once grass cutting has commenced in each area it is completed without delay. Grass cutting machines are appropriate for the size of the area being maintained and the standards of finish specified. All areas to be cut, including inaccessible margins, isolated rough areas of any size, corners, base of fence lines, hedges, buildings and the like are cut with a suitable machine or by hand at the same time to ensure the whole cutting operation is completed in one operation.

Cutting machinery is expected to be sharp, properly set and to cut the sward evenly and cleanly. Where grass abuts a horizontal hard it is cut back to the edge of the hard surface without forming a channel, cutting to straight lines and smooth curves as appropriate. Fine turf, short and medium grass areas are kept free of flowering stalks of grass and weeds.

All grassed areas (except long grass areas) are cut in early spring to remove all overwintering grass and facilitate a timely commencement to the new seasons grass cutting operations. This item of work is completed by the end of the first week of March.

Fine box mown grass areas are cut using pedestrian guided motor cylinder mowers with a minimum of 5 blades on the cylinder, fitted with front and rear rollers and a grass box. The finish is expected to be even, regular and free from ribbing. Arisings are collected, removed

and disposed of. These areas are maintained so that the maximum height of growth does not exceed 20mm. Machines are set to give a height of cut of 10mm.

Short grass areas are cut using pedestrian guided motor cylinder mowers, ride on triple or 5/3 cylinder mowers or tractor mounted cylinder mowers as appropriate. The finish is expected to be regular, even and free from ribbing. Arisings remain on the ground. These areas are maintained so that the maximum height of growth does not exceed 50mm. Machines are to be set to give a height of cut of 25mm.

Medium grass areas are cut using tractor mounted or pedestrian guided rotary or reciprocating knife mowers. The finish is expected to be regular and even. Arisings remain on the ground. These areas are maintained so that the maximum height of growth does not exceed 125mm. Machines are set to give a height of cut of 75mm. Grass pathways through long grass areas are also cut to this specification, although routes may be adjusted or moved to reduce wear.

Long grass areas are cut once annually, during late August/ September, completed by the end of September, although the contract manager must approve the starting date for the cutting. These areas are cut using tractor mounted or pedestrian guided rotary or reciprocating knife mowers. Machines are set to give a height of cut of 75 - 100mm. All arisings are removed and disposed of within 5 days of cutting.

Woodland fences

All vegetation except plants specifically excluded by the contract manager is removed from both sides and under the fence, cut back to ground level and cleared up to 0.5m on the woodland side of each fence.

All shrubs and trees are be pruned back to the woodland fence line, up to a maximum height of 3 metres above the fence. Pruning is carried out in accordance with correct horticultural practice for the type of shrub or tree. This work is carried out on 4 occasions each year, during April, June, August and October, on each occasion completed by the 2nd week of the month. Arisings are collected and removed.

Woodland compartments, planted areas and hedges

All trees, including new trees planted, having a stem circumference of up to 250mm measured at 1 metre above ground level are inspected every year between 1st January and 28th February. In addition to this, any work is carried out as and when necessary during the year, as follows:

- Checking and re-firming/ replacement of tree stakes
- Checking and adjustment/ re-fixing/ replacement of tree ties
- Checking for signs of disease or damage and pruning out all dead, diseased or damaged wood
- Removing any suckers

If a tree is dead, severely damaged or diseased it is removed, with the ground made good.

In addition to this, all epicormic growth on trees up to a height of 1.5 metres is removed using secateurs or loppers only. This work is carried out on two occasions per year, during the last two weeks of June and November.

All arisings from any pruning, trimming, tidying or other operations are collected and removed.

All trees on site are inspected every 15 months by a suitably qualified tree inspector and recommendations for health and safety works addressed as appropriate.

All planted areas (including tree rings at bases of trees) are kept free of weeds and litter. The surface of the soil is kept cultivated to a fine tilth and cambered to an even convex profile, with the soil at the edges kept to 50mm below the adjoining surface. Where beds have been treated with bark mulch, this is spread evenly over the whole surface and kept at sufficient levels to retain moisture and/or suppress weeds. Herbicides are not normally used and beds are not dug with a spade, although herbicide use may be authorised in exceptional circumstances.

Shrubs and climbers are pruned in accordance with correct horticultural practice for the type of shrub in question. Dead, diseased and damaged material is removed together with any shoots growing out over paths or roads, and those obscuring highway sight lines. Shrubs and climbers growing on or against walls are pruned back to clear all doors, windows, drainpipes, gutters and roofs by 200mm. This operation is undertaken on three occasions per year, during May, July and September.

Both sides and tops of hedges are cut back to the old growth and the grass and weeds cut and removed from the hedge bottom together with any litter. Lines are used to ensure the correct and precise shape of the hedge is maintained. Flail type cutters are not permitted. The cutting of hedges is undertaken three times per year, during May, July and October.

Roads, car park, paving, gravel and tarmac areas

Maintenance of these areas is carried out on 2 occasions per month, with sweeping up and removal of all litter, twigs, leaves, branches and any other debris from all surfaces. Debris is removed from kerbs and gutters to prevent a build up of material and leaves are not permitted to be blown or thrown into the woodland or planted areas. Additionally, all weed growth is removed from these areas, including underneath and along fencelines. Gravel areas are raked to an even finish upon completion. Approved herbicides may occasionally be used to control weed growth on hard standing areas.

Litter

On each morning before 9am, including weekends and Bank Holidays (with the exception of Christmas Day and New Year's Day), all litter bins on site (including dog waste bins) are emptied. In addition to this, all litter and other debris is removed from the whole site.

Leaf clearance

Any fallen leaves, twigs, branches and debris is swept up and raked from the whole site. Any fallen masonry or stone is left untouched. Work is carried out in one operation and

arisings are collected, removed and disposed of. Work is carried out on four occasions, once during October, November, December and January, although the timing of leaf clearance may be varied depending on when leaf fall starts. This applies to all fine grass areas, short grass areas, all sports pitch areas, medium grass areas, along woodland fence line areas and planted areas and is in addition to the maintenance of hard surfaced areas set out above.

Sports facilities

2 No. Rugby Pitches	(Sept – April)
4 No. Football Pitches	(Sept – April)
1 No Cricket Outfield (inc. boundary marking)	(April - September)
1 No Synthetic Cricket Wicket	(April - September)
2 No Synthetic Cricket Practice Wickets	(April - September)

Grass cutting (sports facilities)

Grass is cut using pedestrian guided motor cylinder mowers fitted with front and rear rollers and a minimum of 5 blades on the cylinder (and grass box where indicated), ride on triple or 5/3 cylinder mowers or tractor mounted cylinder mowers as appropriate. The finish is expected to be regular, even and free from ribbing. Arisings remain on the ground (except where indicated otherwise) scattered evenly, without build-up of piles or clumps. Tractor mounted flail or rotary mowers are not to be used. Except where specified below the Sports field areas are maintained so that the maximum height of growth does not exceed 50mm. Machines are to be set to give a height of cut of 25mm.

Synthetic Cricket Wicket

A 5 metre wide strip around synthetic wicket including the bowlers ends and around the two synthetic practice wickets is box mown during the period starting the first Friday of April and finishing the second Friday in September. Areas are maintained so that the maximum height of growth does not exceed 20mm, with machines set to give a height of cut of 10mm. Arisings are collected and removed.

Cricket Compound Outfield

From the 2nd Friday of April to the 2nd Friday of September the Cricket outfield is cut weekly with height of cut set to 25mm.

Rugby pitches

The entire pitch, including dead ball areas, is maintained during the period starting the 1st September and ending the 3rd Friday in April, so that the maximum height of growth does not exceed 125mm, with machines set to give a height of cut of 100mm. Arisings remain on the ground scattered evenly, without build-up of piles or clumps. In addition the areas are to be cut to 100mm within the 24 hours before the start of any scheduled matches.

At the end of the playing season the grass over the Rugby pitches is reduced.

All furnishings including football and rugby goal posts and cricket practice nets are fully maintained.

Measuring and marking out

Measuring, marking out and over marking is carried out to full international standards and conforms to the rules and recommendations (operating at the time) of the governing body for the relevant sport. Only approved proprietary marking materials and waterproofing agents are used and all pitches are marked using wet line markers. The use of Herbicides, lime, phenols, creosote and the like is strictly forbidden.

All lines are over marked as frequently as necessary to ensure that they remain fully discernible throughout the whole season. This includes at least weekly re-marking.

Harrowing (Winter)

All rugby and football pitches are harrowed using a tractor towed chain harrow or similar in two directions, at right angles to one another on two occasions per month, during the first and third week of the month, from September to March inclusive.

Aeration (Winter)

All rugby and football pitches and the cricket outfield are aerated, using solid tine turf aerating equipment mounted on or towed by a tractor, to give a minimum penetration of 100mm. Aeration is carried out on two occasions per month, during the second and fourth weeks of the month, from September to March inclusive.

Aeration (Summer)

The area surrounding the synthetic cricket wicket is aerated using pedestrian operated slit tine aerating equipment, to give a minimum penetration of 100mm, carried out on one occasion per month during the first week of the month from April to August inclusive.

Scarifying (Summer)

The Cricket table surrounding the synthetic wicket is scarified using pedestrian operated scarifying equipment. All arising's are collected up and removed and all scarified areas box mown. Scarifying and associated work is carried out on one occasion per month during the first week of the month from April to August inclusive.

Sweeping of synthetic surfaces

Synthetics surfaces are swept using a stiff yard broom to remove all debris from surface, taking care to avoid loosening or rumpling. This work is carried out on one occasion per week, from April to August inclusive, with the main wicket and practice wickets being swept on Fridays.

Rolling

The cricket outfield area is rolled using non-vibrating rolling equipment towed by a tractor in two directions, at right angles to one another, on one occasion during March and one occasion during April.

The synthetic cricket wicket and practice wickets are rolled using non-vibrating, pedestrian operated, self-powered rolling equipment along the length of the wicket only (i.e. never

across the width) and in both directions on one occasion per month, during the first week of the month from the period April to August inclusive.

End of season maintenance (Summer Sports)

The following work is carried out during September/October, dependent on suitable weather conditions to the surrounds of synthetic wicket and surrounds of synthetic practice wickets:

- Scarifying
- Aeration
- Overseeding
- Application of fertiliser
- Topdressing

End of season maintenance (Winter Sports)

The following work is carried out during April/May, dependent on suitable weather conditions over the football and rugby fields:

- Scarifying
- Overseeding
- Application of fertiliser
- Goal mouth repairs

Hard tennis courts

These are swept each week to remove all litter, leaves, twigs, branches and debris. Additionally, all weed growth is removed, including along both sides and under the fence base. Arisings are collected and removed.

4.2 Built Structures Maintenance and Management

For detailed cost summaries for cyclical maintenance see sections 11.1.1 and 11.1.2.

At the present time the general scope for the cyclical tasks are out lined below.

- Building Maintenance
 - Cleaning provision for external elements of the buildings
 - Ironmongery Maintenance
 - Drainage inspection and clearance
 - Roof & rainwater goods
 - Below ground drainage and gully's
 - Internal wastes and traps to Kitchen & w/c areas
 - Hard Landscaping paths & roads
 - Sweeping
 - Road gully clearance
 - Minor cyclical surface repair
 - Decoration of internal and external surfaces

- Water services
 - Control of Legionella
 - Maintenance of hot water systems
 - Mixer taps and supply valves & pipework

- M&E services
 - Statutory Testing and Maintenance
 - Fixed Wiring
 - Gas Safety
 - Fire Alarms
 - Fire Fighting Equipment
 - Emergency lighting
 - Other Testing and maintenance
 - Portable Appliance
 - Extraction systems
 - CCTV
 - Security Alarms
 - Catering equipment
 - Lightning conductors
 - BMS

During the course of the contract period to ensure good standards are met by the contractors, the Facilities Managers and Landscape Manger under take regular monitoring of each of the contractors to ensure KPI's are meet on Health & Safety and Quality, Time & Cost.

English Heritage follows an annual maintenance cycle through the Maintenance Term Contracts and planned maintenance is driven by Asset Management Plan (AMP) surveys – these have , produced a detailed list of works which are required on each site, and each item is classified as Priority U (for urgent), Priority 1 (for slightly less urgent), Priority 2 etc.

This AMP database is the primary tool which (together with on the ground knowledge of the Estates team members listed above) is used to inform planned maintenance on all English Heritage sites for the year ahead. The AMP survey for Marble Hill has flagged the need to complete the conservation works on site to help address damp issues in the basement area and render repairs combined with the external redecoration of the main house. Both of these are to be funded outside of the project.

The AMP survey covers all areas of the site including all the buildings on site such as the Stable Block, lodges and Sports Block etc.

4.3 Interpretation and Collections Maintenance and Management

4.3.1 Interpretation Maintenance and Management

The day to day maintenance of interpretation and the funding of consumables is the responsibility of the Site Manager and her team. As the current interpretation is very simple, the house is open by guided tour only and staff remain with the visitors at all times maintenance requirements are currently minimal, but the external graphic panels need regular cleaning with a damp cloth.

4.3.2 Collections Maintenance

The Marble Hill House collection is maintained in accordance with English Heritage's National Collections Conservation Policy, which is risk based and underpinned by a combination of scientific research and practical experience. This policy is guided by the 'English Heritage State of Collections Report 2010 – five year progress review 2016', and the evidence it provides on the risk factors causing damage to artefacts located in historic properties, museums and stores.

Conservation housekeeping and care of the delicate interiors and collections is carried out by the north London Collection Care Assistant with some support from property-based staff and other members of the Collection Conservation team, in accordance with a housekeeping schedule devised by the regional Collections Conservator. The Collections Conservation Care Assistant currently spends around 3.5 hours at Marble Hill per week, with the property-based staff contributing another 1.75 hours per week to cleaning of historic interiors. During this time, collections care activities include conservation cleaning, condition monitoring, Integrated Pest Management and environmental monitoring and control.

All hospitality events in the historic interiors are carried out in accordance with a Memorandum of Understanding which sets out principles agreed between relevant English Heritage departments to manage any risks to the collection.

Environmental monitoring is enabled by a wireless system which currently has sufficient coverage to satisfy both our purposes and the requirements of the Government Indemnity Scheme and lenders for existing loans in their current locations. The system is maintained and monitored by English Heritage Conservation Scientists in conjunction with the Collection Conservator.

The major source of lighting within the house is daylight. Correspondingly the main control of light levels is by restricting the daylight entering the house. This consists of keeping the shutters closed when the house is not in use; UV-eliminating film is also applied to the windows and fitted blinds are pulled down. The current limited opening hours mean that the annual light dose still falls within acceptable levels.

The controls associated with the current heating system are limited and are not able to provide any form of close environmental control. Two free-standing humidifiers are available

to be deployed in the winter if the relative humidity drops to potentially damaging levels when the property heating is on fully.

The Collection Conservators, Fine Art carry out a 100% audit of paintings at Marble Hill House every five years. A 100% gilded furniture audit is also carried out periodically and loan objects are condition surveyed for Government Indemnity Scheme purposes.

4.3.3 Collections Management

Management of the collections on display at Marble Hill House is governed by English Heritage's national Collections Development and Documentation Policies and Plans. These policies state the ethical framework within which we operate with regard to our historic object collections along with the processes involved in acquisition, disposal and loans. The collections are documented using a collections management database (Mimsy XG). The Collections Curator is responsible for maintaining the database and carrying out regular documentation audits.

The house is open by guided tour only and staff remain with the visitors at all times. The Site Manager, or a member of their team, is responsible for carrying out Collections Security Checks following each tour. A small number of objects (the ceramics in the Breakfast Parlour and Gallery) are protected using a weight-sensitive alarm system, which sounds in the display space and control room. Stanchions are placed in front of sensitive objects in the Breakfast Parlour, Great Room and Damask Room. An Integrated Emergency Plan is in place, detailing the priorities and procedures for collections salvage, which is maintained by the Collections Curator and Site Manager. Currently, there is a salvage store which contains provisions for both Marble Hill House and Chiswick House located in the Stable Block.

4.4 Byelaws

The bye-laws currently in place for Marble Hill remain those that were in place at the point the property transferred to Commission from the GLC in 1986

As the freehold owner of the property we are at liberty to amend these bye-laws, under the Bye- Laws (Alternative Procedure) (England) Regulations 2016, by:

- Carrying out a public consultation (of local residents) on proposed amendments
- Making an assessment of the results of such consultation (taking specific factors into account that are laid out in the Regulations)
- Submitting the proposals to the Secretary of State (DCLG), who has 30 days to respond either allowing the change/amending the changes or rejecting them.

An alternative to formally amending the bye-laws would be to advertise conditions of entry on signs at all entrance points. These can be amended as we see fit, and used to refuse entry or prevent people from carrying out proscribed activities. However, these do not have the same legal force as a bye-law - enforcement would have to be by English Heritage rather than the police and we cannot enforce them with penalties in court.

4.5 Events and Hospitality

The main event in the park is the House Festival held annually in July. This is a one day music festival run by member's club Soho House. The House Festival occupies the entire field between the House and the Thames (The Pleasure Grounds) and the west meadow in part. The festival includes a music stage, fairground rides and multiple food and drink stands. The festival has a significant but short term impact on visitors to the park and local residents during site set-up and take-down. This is due to the large area closed to the public and increased vehicular traffic entering from the north-west entrance on Richmond Road. The festival provides an important revenue stream to English Heritage to facilitate management across the site.

Previously the park has hosted other summer events such as food festivals and concerts.

Other events held in the park are organised by local clubs and groups such as dog agility events and summer rugby training sessions hosted by Thamesians RFC.

Marble Hill House can be booked for private events such as weddings and parties.

4.6 Community Involvement and Visitor Surveys

Marble Hill Park is a very well loved local amenity. In addition its heritage connection and the added interest of Marble Hill House means visitors can travel considerable distances to visit both the park and the house. However most of its visitors remain local and visit the park for a wide variety of reasons. The following describes how visitors currently use Marble Hill Park.

Recreational use

Results of the consultation indicated that most visitors enjoyed walking in the park. Other uses of the park include cycling, dog walking, meeting friends, picnicking, playing informal games, using the One O'clock Club and adventure playground, using the café, attending concerts and visiting the house. The house receives relatively few visitors, compared with overall numbers of park visitors and strategies should be adopted to try and open the house more frequently to the public (i.e. through events and activities).

Families with children constitute a large proportion of Marble Hill Park's visitors. This reflects the demographic of the local area, one which is very popular with families. A common sight in the park at weekends will be family groups, including children and grandparents enjoying walking in the park.

Most visitors arrived on foot, although a significant number (22%) arrived by car.

Dog walkers in the park represent a significant audience (30% of users recorded following the head count survey, although only 8.5% represented by the community questionnaire).

Sports use

The well maintained sports facilities, including tennis, cricket, football and rugby within the park mean it is used by sports clubs on a regular basis. Football is the most popular game played in the park. On average, games are played 117 times per month.

Tennis is next in popularity, being played approximately 101 times per month. These are followed by athletics, cricket, running, rugby and school athletics. Public opinion indicated that the booking system needs improvement, which would help to maximise the use of the facilities. Current use could also be increased, particularly football training for young people which would lead to increased income for the park. Coaches have indicated that they would be prepared to pay for use of training pitches. At present ad hoc training sessions are undertaken in the park for which no income is received.

The sports facilities represent a source of income for Marble Hill Park, which could be increased with relatively little investment. This would include some increased maintenance as well as better advertising and upgrading of the booking system.

Sports use in 2015

Since the Landscape Management Plan was undertaken the prices for the sports facilities were increased and in 2015 the park was used by personal trainers, tennis trainer, cricket teams, rugby teams, football teams, running group and school groups. These groups have been bringing in income to Marble Hill Park and primarily seem to be based in St Margarets and East Twickenham.

In May 2015 England Marketing undertook a series of face-to-face interviews were undertaken during April amongst the following:-

- People who had visited the house or the park
- People who were aware of the house and park but had not visited either
- People who were unaware of the house or park.

Key findings:

Non-Visitors

The main reason that people have not visited Marble Hill House is that they are not aware that the park and the house exist. They have visited other properties and sites in the area, in particular; Kew, Hampton Court and Richmond Park but have not come across Marble Hill. Even the research team described the house and park as tucked away out of site and not well signposted in Richmond.

Once the respondents had received a description of Marble Hill Park and House, the majority (87%) said they would now be inclined to visit.

The majority of non-visitors (84%) would pay for entry to the park for special events and exhibitions and for the most part would be willing to pay between £5 and £10, although some said it would depend on the event.

The most popular events would be concerts although there were a number of suggestions for festivals, craft fairs and similar.

English Heritage should promote such events through the local press, social media and posters and flyers around the local area. In particular, there are some local websites which would be ideal for advertising local events. Quite a few respondents would welcome email updates although did not provide the researchers with email addresses.

Visitors and those aware of Marble Hill

Of the 67 respondents who had visited the house or park, some had been on a guided tour of the house but typically this had been many years ago. The park is predominantly used for general walking or relaxing although some 30% of the visitors use the children's play area and around 40% have used the café.

Most visitors visited with family but only a third visit more than once a month. A small number have visited the house in the last year and a few commented that they have been to concerts in the park.

The majority (88%) rated their last visit to the park as interesting or useful, giving a score of 4 or 5 out of 5. There were many comments such as "it was very interesting, it's our heritage" and "I just love the park".

The visitors generally rated the café and the children's playground quite well although a few made suggestions that the café could be improved and the house looks a bit shabby and shut up.

The visitors feel that it is very important to the local community to have the park (97% saying it is either quite important or very important). A great deal of comments were captured.

There were mixed views on extending the dog free zone.

There were also plenty of suggestions as to how English Heritage could improve the park, namely improving the house and facilities and promoting the park more.

Like the non-visitors, visitors would like to see more events in the park and would be prepared to pay between £5 and £10 for entry to the park, although this would depend upon the event. They were not given an option to say what events they would like to see.

The focus of the visitor questionnaire was on what they think of planned changes to Marble Hill Park and House. They would most welcome more dramatic and accurate room settings, opening of the servants' quarters with introductory exhibitions and better interpretation. They are less interested in hi-tech interactive displays and audio guides.

The visitors would welcome longer opening hours for the house and one or two respondents suggested themed Georgian nights and events in the house. However, there

was less support for developing fine dining and opening the house and park as a venue for weddings and corporate events with only half the visitors supporting these ideas.

As far as those who are aware of Marble Hill House but have not visited are concerned, the main reasons for not visiting have been a lack of time or the fact they don't think to go because the house is on their doorstep.

They would need to see more advertising and promotion to remind them to go or be made aware of special events taking place in the house and park. Like the visitors and non-visitors, they would pay an entry fee to the park of between £5 and £10 to the park for special events and would welcome concerts and festivals.

They would be encouraged to visit if there was better interpretation and, like visitors, would most welcome more dramatic room setting and setting the house and park into a historical context. Again there was less support for hi-tech displays.

Amongst the visitors and those aware of the house, there is some interest in the Georgian period but as this topic is not that well known the respondents found it quite difficult to be specific about which themes of Georgian history they would be most interested in, with quite a large proportion saying "don't know".

User Count in June 2015

In preparation for this HLF bid a better understanding of the current Park users was required therefore in June 2015 Quality Traffic Surveys (QTS) were commissioned to count the number of daily visitors to Marble Hill. Cameras were placed on each of the sites seven entrances and the number of people and vehicles entering and exiting the site were counted for two full days – Saturday 20th June and Monday 22th June 2015. These dates represented normal operating conditions for both a weekend and weekday. The weather on the day of the surveys was fair and generally representative of early summer. Classification data was also collected in order that an insight into the age, gender and assumed activity of the park users could be quantified.

As a result of the count and visual classification it has been surmised that the approximate percentages of how the park is used can be divided up as follows:

Walker: 64%

Dog walker: 19%

Push chair, with under 5 years old: 1%

Sport: 17%

In addition the park users were divided by age:

0 – 19 year old: 23%

20 – 40 year old: 67%

40+ year old: 10%

In terms of simple visual ethnicity:

White: 99%

Other 1%

And sex:

Male: 53%

Female: 47%

5 Marble Hill Today

5.1 Summary of Significance

The following summary is derived from the CMP and describes the significance of Marble Hill. Please see the CMP for a full statement of significance.

Evidential value

House

Marble Hill house was designed as a quintessential Neo-Palladian riverside villa and set within an advanced fashionable garden. Considering its age, the exterior of the house survives in unusually complete state of preservation, however, there have been several alterations to the south front and the service wing has been lost. Many elements of the interior plan form and design either survive in their original state or were reconstructed in the 1950s and 60s based on careful research and fabric evidence.

Landscape

The original early 18th-century landscape has gradually eroded but still retains several built and natural features either above ground or as buried archaeology which are physical evidence of its design.

The early history of the landscape is well documented, for example, in the survey from 1752 and there is still some evidence of historic planting, such as veteran trees, including a black walnut dating from the mid-18th century. However, there are also parts of Marble Hill's history for which there is little physical evidence, for example, the 18th-century kitchen gardens, farm buildings, service wing and second grotto. Desk-top assessment suggests these areas have potential evidential value and should be a priority for future investigation.

Historical Value

Associative – Henrietta Howard and her circle

Marble Hill Park has rich cultural associations, in particular with Henrietta Howard who is known mostly as a mistress of King George II. The house and garden were created with the assistance of a coterie of fashionable friends and associates including Duke of Argyle, Henry Herbert, Alexander Pope, Horace Walpole, Jonathan Swift and John Gay. Pope's design for the gardens at Marble Hill was never implemented and this drawing is thought to survive as his only known garden plan. Marble Hill is mentioned in various letters and poems including a "Pastoral Dialogue between Richmond Lodge and Marble Hill" by Jonathan Swift (1735). The garden was designed by Charles Bridgeman who was royal gardener.

Illustrative and associative – aristocratic female patrons

What we know about Henrietta's character and life illustrates the precepts of behavioural rules that governed Georgian society and which has been described as politeness –

Henrietta was described by her friends as amicable, witty ‘good and gracious’ ‘the most agreeable lady in Europe’ having ‘talent for friendship’ - all characteristics of a perfect Polite Georgian lady. In addition, her marriage tribulations provide an insight into the life of aristocratic women in the 18th century and how the power balance was changing – Henrietta’s legal separation from her violent husband was a radical move with a rare precedent. The form and style of the house provide an insight into the nuances of female patronage in Georgian England.

Illustrative – interior design

Henrietta was certainly involved in the interior decoration of the house and acquisition of furnishings and accessories. Items from her original collection help to establish the date when the interiors were being furnished. For example, Panini’s ‘Roman Landscapes’, commissioned for the Great Room, are inscribed 1738.

Illustrative – materials linked to the transatlantic slave trade

The cosmopolitan nature of Georgian tastes and aspirations, and their love for fine, exotic things, fuelled not only the development of overseas trading but also a much more sinister phenomenon – slavery. The mahogany used for the great staircase, and extensively throughout the house for the floors and doors, was acquired from slave-operated plantations near the Bay of Honduras. There is no evidence that Henrietta Howard herself was a slave-owner but it has been argued that the house could not have been built without the financial settlement from George II. This included £8,000 capital stock of the South Sea Company which at the time of the house’s construction was increasing its participation in the trans-Atlantic slave trade.

Illustrative – social hierarchy and estate management

Marble Hill is also important in illustrating the role of another group of people serving the rich and wealthy Georgians – their servants. Research has revealed the names of individual servants, including the housekeeper, housemaid and gardeners, providing an insight into their daily routine.

Illustrative – development of the River Thames

Marble Hill House was not built in isolation and the landscape provides evidence of Henrietta’s vision of her Arcadian retreat and makes a valuable contribution to the knowledge of the history of the local area. The house is the last complete survival of elegant villas built along the Thames between Richmond and Hampton Court by individuals of distinction who were keen to escape from the hustle and bustle of London but remain close to court residing at Richmond. The landscape illustrates established social behaviour and intellectual concepts in Georgian England.

Illustrative – horses and stabling

The Stable Block is a good example of a small Victorian suburban estate stables. It accommodated working horses, as well as more valuable studs or mares with their foals, while the upper floors provided stable lodgings and hay loft.

Illustrative – the conservation movement

Marble Hill is as an early example of a historic landscape saved from development by public indignation and an intervention by the newly formed London County Council. The threatened impact of housing development at Marble Hill Park on the view from Richmond Hill was a catalyst not only for the saving of the park but also for the legal protection of this famous view.

Aesthetic value

Architectural context and key figures

Two drawings and a sketch of an elevation survive to document the creation of the house: Colen Campbell's design for a 'House at Twittenham' featured in the third volume of Vitruvius Britannicus, a second design either by Campbell or Henry Herbert, now kept at Wilton House and Herbert's sketch of an elevation of the alcove in the Breakfast Parlour. They usually worked in close association with a 'jobbing' architect - Burlington's protégés included William Kent and Henry Flitcroft while Herbert acted as an advisor-connoisseur to Roger Morris. Morris is documented to have worked on Marble Hill and although it has originally been thought that his only contribution was to adapt and simplify Campbell's designs and to build the shell of the house, it has now been argued convincingly that the interior design incorporates features characteristic of Morris' style.

Landscape

The pleasure grounds to the south of the house were designed in 1724 by Alexander Pope and Charles Bridgeman, the leading designer of the day, to form the setting for Marble Hill House. Marble Hill House is an archetypal riverside villa of the period and the pleasure grounds were designed to frame the view of the house from the Thames and to form a series of terraces leading down from the south front of the building to the river. The landscape around the villa was laid out in response to the newly discussed and published designs for the gardens of the villas of the 'ancients' and the Marble Hill landscape includes rare surviving fragments which illustrate this type of garden design. Today, there are some elements in the landscape which detract from its aesthetic value including, sports equipment, municipal park features (bins, benches etc) and inappropriate lighting.

Communal Value

Today the communal value of the site under the guardianship of English Heritage is based primarily on its contribution to both local life and the wider education of visitors from the UK and abroad. Marble Hill has considerable social value as one of the riverside villas in west London providing pleasant amenity grounds for the local community and visitors. Marble Hill attracts a diverse crowd ranging from dog walkers and joggers, who do not

generally visit the house, to a more specialist audience with a particular or specialist interest in Palladian architecture or the reception of Classicism in English design. The park is also of communal value for its biodiversity and is designated as a Site of Local Importance for Nature Conservation; woodland, trees and grassland provide habitats for birds, invertebrates and bats.

5.2 Built Structures: Character and Condition

Marble Hill Park is centred on Marble Hill House and the relationship between this building and the landscape is the key element of the park's historic character. Other buildings existed on various parts of the site in the past but have disappeared with the changes in use of the park (Little Marble Hill, the service wing of Marble Hill House, various stable and farm buildings, plus garden structures such as greenhouses). Surviving historic buildings in the park are:

5.2.1 Marble Hill House

Marble Hill House (Grade I listed) was one of a series of villas built along the Thames in the early 18th century. It was constructed between 1724 and 1729 for Henrietta Howard to the designs of Lord Herbert and Roger Morris and the pleasure grounds to the south leading down to the Thames were designed by Charles Bridgeman in 1724 to form a setting to the house. The building is currently open to the public at the weekends and for booked parties during the week.

This building is rectangular on plan, with the main elevations facing north and south. It is stucco-faced with stone dressings and a modillion cornice with lead-covered blocking course pyramidal roof covered with blue-black pantiles and with a lead, covered ball finial at the apex. The north and south fronts consist of five bays with the central three bays projecting and pedimented and projecting plain string course and cill band at principal floor level. On the north front the projecting centre is enriched with a rusticated basement and a pilastered giant Ionic order with stepped architrave and pulvinated frieze. The south front is more plainly treated with a rusticated arched door at the centre. There are low wing walls to the north front.

The last major repairs were conducted circa 2006 and included repairs to the render and redecoration, repair and redecoration of the windows and minor repairs to the roofs. Externally, the House is now in a fair to poor condition and there are several defects associated with a lack of cyclical maintenance and repair that require urgent attention.

The condition of the paintwork is of concern. There is stone staining and failure of the paintwork, particularly to the string course, window cills and surrounds to all elevations and wing walls. The staining is particularly severe to the wing walls, where there is also evidence of moisture penetration as a result of the failed pointing to the coping stones and rear brickwork, which is covered by vegetation.

The render and stucco work to all elevations is generally sound, however several minor cracks were noted on the north, west and south elevations and to the wing walls. These will

require cutting back to a sound edge before repairing with lime mortar. A large crack has developed across the capital of the fourth pilaster of the north elevation (LtoR). A small section of masonry has detached revealing evidence of past repair in ordinary Portland cement (OPC). The defect may be the result of moisture penetration and corrosion of the repair armature. The presents of impermeable OPC is likely to have contributed to the decay by trapping moisture between the repair and building.

To prevent further decay, the OPC elements of the capital will need to be cut back and reformed in lime mortar to the existing design and profile this will be held together by ceramic aperture to avoid corrosion and preclude resulting decay. The remaining capitals require close inspection to ensure similar defects are not present.

The decoration to the joinery is starting to fail across all the elevations and presents as flacked, blistered, cracked and worn. Window putties are also starting to fail, increasing the chances of timber decay. There is already clear evidence on the south elevation that the timber joinery has already begun to decay, where three rotten window cills and at least two decayed bottom rails were noted. Further, the rot in the timbers of the roof lantern that covers the single-storey east elevation extension, is so severe that one of the cross members has completely fallen off.

The roof is in reasonable order. There are however a number of slipped, cracked and broken pan tiles to the main slopes and the same to the south and north slate-covered pediments. The lead flashing and gutters of the main roof appear in good condition; however, there is evidence of rainwater penetration to the ceiling of the second-floor Gallery. Close inspection has found no defect in the material or detailing of the lead and it is thought that the leaks are the result of blocked gutters caused by poor maintenance and the close proximity of leaf-dropping trees to the west elevation. In the spring of 2016 persistent water ingress was recorded from the western roof slope into the closet off the Green Room on the second floor. This was addressed and stopped by replacement of a number of tiles, repairs and re-pointing.

To the east the small brick built single story extension has a lead covered roof. The lead work appears in good condition however, the brick walls are affected by vegetation and blocked rainwater goods. This has resulted in visible penetrating damp on the internal side of the wall. The hopper that collects the rainwater from the extension roof is too small and the connection to the down pipe has also split. Both require replacement with adequately sized units, and the adjacent brickwork needs re-pointing. This work is urgent and will therefore not form part of the proposed HLF bid.

Penetrating Damp

Internally there is evidence of penetrating damp to the Breakfast Parlour, Tetrastyle Hall Dining Room and Paper Room (see figure 5). The plaster to the walls below the dado rail and on the skirting is blown and blistered and there are effervescent salts present. Extensive

investigations were undertaken by Floyd Consultants (Damp Specialists) in 2011. The report found that the penetrating damp could be attributed to four factors:

- A defective French drain to the west and east elevation;
- Uneven and un-pointed York stone paving to the south, west and north elevations pushing water into the building;
- A defective rainwater gully to the south elevation; and
- A missing lead capping to protect the abutment of the building with the west-wing wall.

The French drain was removed in 2013 and the York paving to the south and west elevations was re-profiled and re-pointed. Additionally, a new storm drain was added at the corner of the western and southern elevations and the western wing wall was capped with lead. These interventions have had some success and the walls to the Paper Room and Dining Room are starting to dry out. Some works were carried out in 2015 to the pavement to the north of the house to try and resolve some of the remaining issues but this was not successful.

M&E and Fire Protection

The following is based on the M&E survey of the building undertaken by Martin Thomas Associates – the full report can be seen section 8 of the main report. The survey found that the mechanical services (heating, cold water supply, etc) were in good order and not in need of immediate repair or upgrading. However, it was noted that the controls associated with the current heating system were limited and not able to provide any form of close environmental control.

The current electrical distribution system was found to be in poor condition. The distribution boards are aged and are not fit for continued service should a large scale rewiring exercise be undertaken as the protective devices would not meet the requirements of the latest IEE wiring regulations.

There are several rooms, particularly the Breakfast Parlour, where known electrical faults caused by deterioration through damp penetration have resulted in electrical supplies to the rooms being rendered inoperable. Recent fault finding works on the circuits in question appears to have been unsuccessful and it is likely that intrusive rewiring will be required to rectify the issue (this will almost certainly involve the lifting of the floor boards in the Breakfast Room and Lady Suffolk's Bedroom above.

The labelling of electrical equipment is unclear and not always legible, which, coupled with a lack of test records and schematics, means the existing installation is confusing.

5.2.2 The Stable Block

The Stable Block (listed grade II) was built by Jonathan Peel. This is a handsome early 19th-century building in red brick, of 2 storeys, with slate hipped roofs. Immediately over the carriageway is a timber cupola with lead roof and finial. To the east elevation is a painted

timber pediment into which is set the clock. The windows to the east elevation are sashes to the ground floor and 2- light casements to the first floor. To the west there are two single storey wings with hipped ends.

The building currently accommodates the café, public toilets and estate office on the ground floor and staff flats above.

The condition of the building is generally fair, but conversion of the building to its current uses has led to extensive alterations to all but the primary facade, with doors being turned into windows, openings being blocked up and new openings being made. This has led to some loss of the original formality of the design.

External re-decoration works were undertaken in 2008 and public toilets were re-painted in 2014. Minor work will be required to the ground floor where damp is ingressing into the building. The windows and all external joinery were redecorated during the survey period, including replacement of timber to the central clock tower. Internal areas will require redecoration. Overall the roof and structure is sound.

The 2008 survey demonstrated as follows.

Asbestos is noted with the building to the underneath of the staircase and to the panels to the electrical distribution boards.

The staff flats to the first floor are each provided with their own services comprising of a gas fired combination boiler serving panel radiators with TRV's and the domestic water services in the apartments. The boilers are each controlled by localised domestic timers. The boilers with both flats are located within bedrooms which are not provided with carbon monoxide detectors. The quick fill connection to one boiler remains in position and should be disconnected. The bathrooms, kitchens etc., are provided with localised ventilation fans. The bathrooms are provided with electric instantaneous shower units. There remains redundant cold water storage tanks in the flats which should be removed. The public toilets are provided with mechanical ventilation via ceiling grilles connected through sheet metal ducting to an extract fan located in the emergency store. No heating is provided in these areas. Hot water is provided by a gas fired unit located in the emergency store. A water storage tank is installed in the roof space over the toilets with access from the emergency store.

The office is provided with an electric panel heater.

To the rear of the building there is a yard currently used for car parking. This is in poor condition and the original granite setts are still visible in some places through the more recent worn surfacing. Architectural investigation of the rear boundary wall carried out in December 2016 demonstrated that it was erected contemporary with the Stable Block. Structural Engineer's assessment (2016) confirmed that it is in fragile condition and should be rebuilt and strengthened.

The raised platforms in front of the building are probably a mid-20th-century addition which do not enhance the building or the landscape and restrict the room available for cafe seating. The first floor flats have suffered water ingress for several years.

Priorities for Action include:

1. Compartmentation works to the roofspace
2. Checking fire separation of ducts to clock mechanism between cafe & flats above
3. Repairs to floors to WCs, ground floor north section (H&S risk to the general public)
4. Roof repairs to single storey section to east
5. Brickwork repairs and repointing
6. Internal redecoration of WCs
7. Internal redecoration of 1st floor flats including windows and doors

5.2.3 The White Lodge

The White Lodge, (listed grade II) a small, early 19th-century single storey building built by Jonathan Peel and now used for staff accommodation. Periodic Condition Survey was carried out in July and August of 2011 by Purcell Miller Tritton LLP. It demonstrated that the building is generally in a sound condition, having been redecorated externally during the survey period. Internally the building appears to have been redecorated to the walls, partitions and ceilings, although internal joinery remains untouched and in need of some attention. Floor coverings are generally in need of replacement.

The garden is poorly presented and maintained which impacts on the setting of the building and of the park at this key entrance. The fences to White Lodge are in a poor condition and most will require replacement, excluding the iron railings.

5.2.4 The Ice House

The Ice House (listed grade II) part of the original garden layout of the 1720s, lies at the north west corner of the north west woodland Quarter. Work has been undertaken to conserve the structure and its historic use is explained by an interpretation panel. The icehouse itself is not accessible by the public.

5.2.5 The Grotto

The Grotto formed part of the early 18th-century layout but was discovered in partial state of preservation in the 1980s and reconstructed using some modern materials. It has been conserved and made safe for the public by installing a metal barrier precluding entry to the cave-like interior. However it is heavily shaded by overgrown shrubs creating an uninviting feature.

5.2.6 Beaufort Lodge

Beaufort Lodge, a 20th-century single storey building used for staff accommodation. The garden is neatly kept although utilitarian in design.

5.2.7 Park Depot and Changing Rooms

The park depot and changing rooms are simple modern buildings which are largely out of sight in the north east corner of the park. The changing rooms are robust and spacious possibly offering scope for new uses. They are used by football teams and feedback from users has been positive although the facility would benefit from minor updating and redecoration.

5.2.8 Marble Hill Play Centres

The base for the One O'Clock Club and the adventure playground are again modern buildings. Marble Hill Play Centres manage the One O'clock club and adventure playground under a lease agreement. The colourful mural on the building is a long established feature (changing each year) but is very obvious in the parkland to the south and west.

5.2.9 Disused Changing Rooms

The disused changing rooms to the north west of the Stable Block, are a wooden building which appears to be in sound condition and currently used for storage. It is in a secluded position within the Sweet Walk and offers potential either for new uses or a well screened site for minor new buildings if required for instance for expanding catering or toilet or interpretation facilities.

5.2.10 Sports Booking Hut

The sports booking hut is a small wooden building which is currently in active use. It is in reasonable condition but not in keeping with the character of the historic park. It is planned to demolish this structure as part of the new project.

5.2.11 Disused Toilet Block

The disused toilet block within the woodland block to the north west of the house is a small modern utilitarian building which reinforces the unkempt appearance of the woodland. Physically the building itself is in sound condition although it has not been used for several years and this would affect its fabric to a certain degree. As part of the new project it is planned to demolish this building.

5.3 Interpretation and Collections: Character and Condition

5.3.1 Interpretation Character and Condition

The site is principally interpreted through guided tour and so fixed interpretation is minimal, but there are four external graphic panels, installed in February 2015 and four foamex internal panels highlighting elements of the collections with direct links to Henrietta Howard installed in 2014. The second floor rooms have spiral bound caption folders which are in fairly poor condition.

5.3.2 Collections Character

There are 435 objects on display in the house comprising ceramics, furniture, paintings (including mirror paintings), prints, sculpture (busts and reliefs), books and light fittings. The majority of the objects on display are part of English Heritage's permanent collections. The items on loan comprise 11 paintings, 15 items of furniture and a set of novels. The collections are predominantly 18th century in date. They include 7 items which originally belonged to Henrietta Howard (5 'Roman Landscapes' by Giovanni Paolo Panini ; a marble-topped pier table carved with a peacock motif; and a Chinese lacquer screen), prints and paintings depicting Marble Hill, and portraits of Henrietta Howard and members of her social circle. In 1988 the collections were supplemented by the Rosemary and Monty

Lazenby Bequest of late 18th and 19th-century 'Chinoiserie' paintings and furniture displayed on the Second Floor of the house.

5.3.3 Collections Condition

The majority of the collection at Marble Hill is currently in good condition. The most recent audit in 2014 showed that 88% of the paintings were in good condition. A gilded furniture condition survey in 2010 found that 78% of the objects were in a good or very good condition and the remaining 22% have since been treated to improve their condition. However, due to fluctuating environmental conditions, some of the lacquer objects are in fair to poor condition.

5.4 Landscape: Character and Condition

The following sections provide an overview of the general character and condition of the park by reference to the Character areas (Figure 2) and features described in the 2016 CMP. More detail on the history, condition and details of individual structures and features is given in the CMP.

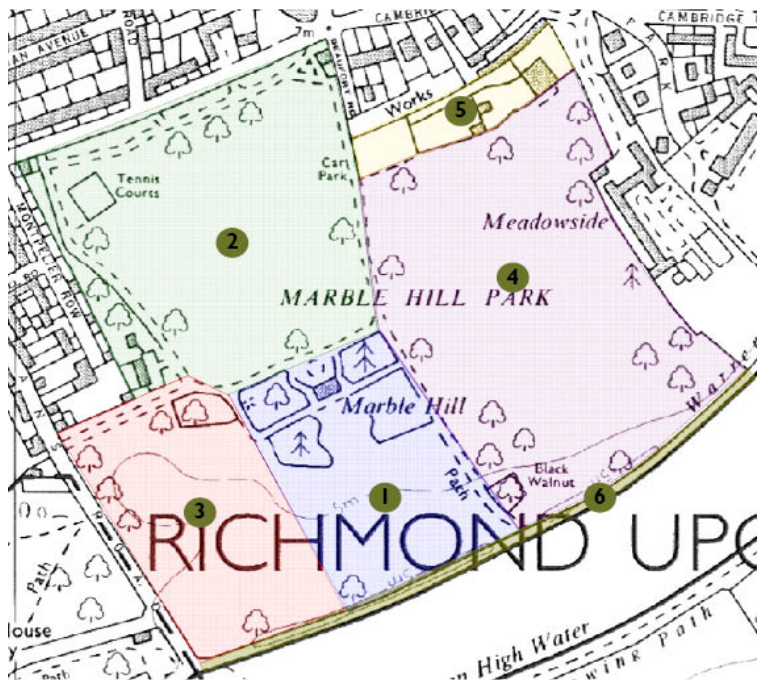


Figure 2 - Marble Hill Character Areas

5.4.1 Pleasure Ground

Little above ground evidence of the original early 18th century landscape survives. The basic form of the terraces is in place but the curved outline of the lower terrace has been lost. The pattern of avenues or groves framing the lower terrace has completely gone with trees now sparse (to the east) or randomly spaced (to the west). The four 'quarters' have lost their definition and been eroded to the south so that now the grotto sits outside the quarter to the south east.

These woodland compartments contain ash, sycamore, horse chestnuts and oaks. The understorey is generally dense with a mix of ornamental and native shrubs along with young

regenerated tree growth for instance of sycamore. The ground flora within the quarters is sparse due to the heavy shading although a few plants of male fern are present. Generally both the visual amenity and the ecological value of these woodland blocks is low and the historic character, which originally would have been far more decorative and orderly, has been lost.

The unchecked growth of the quarters also means that Marble Hill House is now set within unevenly shaped woodland blocks rather than the symmetrical design originally intended.

The Icehouse (listed grade II) is still in place in the north west quarter and while it is not accessible to the public it is marked by an interpretation sign. The grotto is accessible with the interior visible through a metal grille.

The terrace to the south of the house which was probably originally gravel is now a narrower tarmac path which is heavily shaded by trees. The turning circle is also tarmac with an inner grassed circle. The planting immediately in front of these walls is no longer in place apart from one yew tree. Some small decorative trees planted close to Marble Hill House (the cedar to the north west and the weeping birches to the south) are inappropriate to the historic character of the area and intrusive in views to the house.

The woodland quarters are enclosed by low wooden fencing, similar to that around the Sweet Walk. Although there is a historic record of wooden fencing being used on site this style of fencing tends to appear temporary and contributes to the slightly neglected feel of the quarters.

Archaeological investigations in 2016 revealed the outline of the ninepin alley and the eastern and western boundary ditches or hahas.

This character area is used as the setting for events which make the most of the backdrop of the house. The events cause wear and tear to the landscape fabric, particularly the trees (which suffer from vehicles parking under them) and the grass. There is also the temporary visual impact of the stage which is situated at the south western corner of the character area, positioned to have the least effect on the view from the river to the house.

5.4.2 The Great Lawn

The Great Lawn still retains its fundamental historic character as a wide open level green space framed by trees but its gradual decline during the latter part of the 19th century and use as a public park during the 20th century has led to a loss of the simplicity and tranquillity as well as the visual interest that the area would have had in its heyday in the 1780s.

The Great Lawn is now dominated by its use for sports. The hard tennis court and the cricket nets are immediately inside the White Lodge entrance and so form the first impression of the site for many visitors rather than the view across the expanse of the Great Lawn to the house.

The open ground of the Great Lawn is close mown grassland and this is visually monotonous, and is liable to show signs of wear in areas of heavy use. There are now also

no parkland trees in the open grass apart from one mature Turkey oak to the north east of the area.

Tree cover consists of the remnants of the Sweet Walk along with some younger planting from the 20th century. There has also been some recent tree planting in the Sweet Walk area and along the park boundary in line with the 2006 LUC Management Plan proposals. To the northern boundary the trees are set into closely mown grass with some swathes of spring flowering bulbs. Tarmac paths pass through this area along with the main access road en route to the car park. The views to the passing traffic on the Richmond Road are clearly visible below the tree canopy and through the wooden fencing.

The Sweet Walk is more intact along the western boundary where it forms a dense band of trees and shrubs, although it retains little of its historic character. A number of mature trees survive probably from Jonathan Peel's planting but the feature is now crowded with naturally regenerated trees particularly hollies and sycamore giving a cluttered appearance and limiting the ecological interest of the area. Flanking the path outside the Sweet Walk are mature trees and newly planted trees set in an area of longer grass.

Worple Way is also lined by trees, again in a random formation. Due to the piecemeal land acquisition this route was lined just to the east with trees when it was the drive to the house (rather than having avenue planting on both sides). In the 19th century trees were planted on the western side but not in a formal layout and these have been supplemented with 20th century plantings.

There are three buildings in the Great Lawn character area. The Stable Block is an important element in the landscape with views across from the east focussing on this historic building, which is listed Grade II. The building houses the café, toilets plus flats for staff on the first floor. The raised beds in front of the block are thought to have been added with rubble from the Second World War. To the rear of the Stable Block is a walled yard. This is currently used for car parking and is poorly presented although the stone setts are present beneath the modern surfacing. Associated with the stable block are the former changing rooms, a wooden building hidden in the shrubbery of the Sweet Walk, plus the sports booking hut, a small wooden building sited on the path to the north east of the Stable Block.

The other buildings are the two lodges, the early 19th century White Lodge (listed grade II) to the west and the more recent Beaufort Lodge to the east. Both of these are set in small garden areas.

5.4.3 West Meadow

The current character of the West Meadow is of a large open grassy space, with the vast majority of the area close mown, which makes the area monotonous and lacking in visual interest or structure. In the south west corner and north west corner there are areas of longer grass which help soften the edges of the park. During the winter months the rugby pitches dominate the space with their goals and markings.

The area is enclosed by tree planting which forms a rural backdrop to the grassland. To the west an informal path runs through a narrow band of woodland with longer grass and this is a pleasant walk during the spring when the cow parsley is flowering. Trees overhang the area with some limbs reaching almost to the ground which reinforces the rural feel. The boundary is a metal fence along which runs a hedge which is in poor condition.

On the eastern edge of this area there is a Chinese style seating shelter which is in a very poor condition. The design of this feature enhances the feel that this area is purely a municipal park.

To the north east the dog free area is highly visible in the open grassland due to the wooden fencing.

5.4.4 The East Meadow

The East Meadow is a large, fairly featureless expanse of close mown grass framed by trees with its use for football visually dominant during the winter months. The football pitches are also used for parking during the summer concerts and this use leads to wear on the grass leaving bare patches and also compacts the soil of the pitches.

The eastern margin of the area, the former gardens of Little Marble Hill, is now a secluded wooded area with an informal path winding gently through long grass and leading on to the southern margin again through long grass shaded by trees along the boundary with the riverside path. The south east corner is also left as long grass which softens this area of the park.

The large old black walnut tree is a significant feature to the south west. The tree is contained within a fenced enclosure in which the grass is allowed to grow long. The fencing is advisable for safety reasons but, in combination with the patch of long grass set amid the shortly mown parkland, is visually highly prominent.

5.4.5 Car Park, Playgrounds and Works Area

This area is municipal in feel and function, comprising the car park and works yard occupied by the Park Rangers Team. The car park provides the entry point for visitors arriving by car; there are clear opportunities to improve and enhance the arrival experience. The playground is managed by the Marble Hill Playcentre and contains brightly painted timber play structures, detracting from the setting of the House. This facility could be better integrated into the park setting. The works area comprises a concrete paved yard used by the incumbent landscape contractor, with storage buildings, the Park ranger offices and the sport changing block. This area is not open to the public, with the exception of managed entry into the changing facility.

A community Kitchen Garden is located in the east of this area and contains two plots surrounded by a wooden fence and managed by volunteers.

5.4.6 River Terrace

The stretch of Thames Path running south of Marble Hill Park is owned by English Heritage and maintained by the London Borough of Richmond upon Thames. This route, also known as the Warren Path is a pedestrian path with permissive cycling. Tree cover and understorey is quite dense along both sides of the path with breaks along the boundary at the Pleasure Grounds, offering a view to Marble Hill House. The entrance to the park along from the Warren Path would benefit from refurbishment to create a more welcoming arrival experience to the park. There is a secondary gate in the south-east corner of the park which is permanently locked.

The trees on the north side of the footpath, away from the river are contained within small brick retaining walls, some of which have partly fallen down due to root expansion. Some of the trees have also failed leaving empty areas surrounded by retaining walls.

The lighting along the warren footpath was replaced in 2009 to be less intrusive and sensitive to bats as part of the HLF London's Arcadia project.

5.4.7 Ecology

Information summarised from the Marble Hill Park Preliminary Ecological Appraisal by Land Management Services, July 2015

A preliminary Ecological Assessment of Marble Hill Park was carried out on 9 June 2015. The purpose of the assessment was to identify existing habitats, carry out a protected species risk assessment and to make recommendations for enhancing the nature conservation value of the site.

A biological record search for species and habitats within a 1km radius of the site was also commissioned from Greenspace Information for Greater London (GiGL).

Habitats present included broad-leaved woodland, semi-improved neutral grassland, amenity grassland, improved grassland, hedgerows and tall ruderal vegetation.

The woodland along the southern boundary of the site was relatively open with a mix of canopy species but a relatively limited shrub layer. The ground layer was species poor. A notable feature were the number of mature/veteran trees. The other woodlands were very dense with limited ground flora. There were also a number of non-native invasive species present including false acacia, Turkey oak, cherry laurel and snowberry.

There were a number of areas of semi-improved neutral grassland which are not intensively managed. The most species-rich area was to the south east of the site (East Meadow) with a good number of herb species present. Other areas which are cut less frequently (West Meadow) are relatively species-poor in comparison.

There were areas of tall ruderal vegetation along the southern boundary as well as the river bank which were dominated by common nettle, broad leaved dock and cow parsley. A relatively young hedge formed the northern boundary of the site.

Regularly mown amenity grassland with scattered trees formed the majority of the central part of the site. The grassland was species poor, however many of the trees were of high nature conservation value.

The following species groups are likely to be supported at the site:

- Breeding birds in areas of woodland, mature/veteran trees
- Bats in mature/veteran trees as well as buildings such as the grotto and ice house.
- Common species of reptile within woodland, woodland edge habitat and less intensively managed grassland.

There were a number of notable plant species recorded at the site. These are species which were recorded from 15% or fewer of the 400 two-kilometre recording squares (tetrads) in Greater London in the Flora of the London Area (Burton 1983).

5.4.8 Paving

The paving in Marble Hill Park is relatively consistent, with most pedestrian walkways asphalt surfaced. This includes the perimeter path to the Great Lawn, carriage circle and south terrace adjacent to Marble Hill House and the north-south path running down to the Thames. There are bark surfaced informal pathways through the margins of the east and west meadows, popular with dog walkers. The courtyard of the Stable block contains areas of cobbles, some partially covered by a layer of asphalt and missing in patches. Vehicular routes have speed bumps formed by granite cobbles. Concrete pavers have been used in small areas, such as the outdoor seating area at the café and at some entrances. Most footpaths and roadways would benefit from localised repair and the setting of Marble Hill House would be greatly improved with a top dressing more suitable to the setting of a Grade I listed building.

5.4.9 Boundary Treatment

The boundaries of Marble Hill Park are fairly consistent, broadly falling into three categories; iron railings, timber post and rail and brick wall. The northern boundary to Richmond Road is entirely timber post and rail fence with timber gates and is in good condition. The southern boundary onto the Thames Path is black painted iron railings and gates. Where brick walls exist, these are mostly onto adjacent properties and in the main superficially appear to be of a satisfactory condition. The timber post and rail fence and gates along the western boundary to Orleans Road are in good condition with some areas of localised repair necessary, the entrances may be improved to enhance the arrival experience.

5.4.10 Enclosures

Marble Hill Park contains various enclosed areas, for example the tennis courts, dog free area and kitchen garden beds. The Tennis courts are fenced with metal chain link and the cricket nets are a black fibre mesh, unsympathetic to the setting of Marble Hill; an opportunity exists to improve the integration of these facilities in this location. The Woodland quarters are fully enclosed with timber post and rail fencing; this could be removed to open more of the park to visitors allowing access to areas of varied landscape character. The community kitchen garden beds, playground and dog free area are fenced

with timber post and rail which is in good condition. The Black Walnut is currently protected with timber post and wire mesh fencing; this could be upgraded to improve the setting of this important tree.

5.4.11 Benches

The benches at Marble Hill Park are generally consistent, timber slatted seats with backrests and armrests. A couple are more municipal in style with simple timber slatted seats and backrests but no armrests. Most benches have a paved plinth to prevent grass erosion around the base. In some locations the bench is missing and just the plinth remains. There is opportunity to rationalise the bench provision.

5.4.12 Litter Bins

Litter bins and dog waste bins are provided at Marble Hill Park. Litter bins are predominantly hexagonal or cylindrical cast iron painted dark green, the latter bearing English Heritage logo casting. Most are rusted with peeling paint and require refurbishment or replacement. Dog waste bins are consistent, square green plastic mounted on poles, some requiring cleaning. The opportunity to rationalise the collection of litter and dog waste into one receptacle is being explored.

5.4.13 Signage

Entrances to the Park are consistently signposted with the standard English Heritage information boards which include opening times and admission prices; these are all in good condition. Navigation within the park is provided via fingerposts, one at the car park is timber, another near the house is black metal; there is opportunity to rationalise. Additional information is posted on A-Frame information boards at the car park and café and on an ad-hoc basis throughout the park on laminated posters. Vehicular route traffic signs i.e. speed restrictions are consistently signposted on black metal boards mounted on poles. A consistent approach to signage across the whole park will be developed through the development stages of the project.

5.4.14 Memorials

English Heritage accommodates memorial benches within Marble Hill Park, covered by the 'Commemorative Benches Policy Document'. There is currently a maximum number of 54 memorial bench places. Benches are of a standard approved design, currently the 'Kenwood' 180cm bench.

5.4.15 Other

Marble Hill Park has CCTV columns and vehicle movement sensors located in close proximity to the House. The park is generally not lit at night since it closes in the evening, although some unused lighting columns still stand in the park which can be removed. The Thames Path is lit using anti-light pollution LED lighting, due to bat commuting routes. A number of bollards line vehicular routes, which are consistently square timber and are removable many of the fixed bollards can be removed to help improve the appearance of the park.

6 Green Flag Audit

One of the primary outcomes of the project at Marble Hill will be the awarding and retention of Green Flag status on completion of the capital works.

In 2014 English Heritage commissioned an external assessment of Marble Hill Park by Bramhill Designs against the criteria needed for Green Flag status. The assessment was based on a desk based survey on the draft Landscape Management Plan produced by Land Use Consultants in 2006 and a visit to site. The assessment concluded that Marble Hill falls well short of receiving a reward currently. The scores achieved by Marble Hill Park are summarised below (each mark is out of 10):

Overall score:

Element	Score
Desk Research (minimum score 15)	12.0
Field Research (minimum score 42)	30.8
Total Score (pass 66)	42.8

Desk Research score:

	Score
1 Presentation	3
2 Healthy, Safe, Security	6
3 Maintenance of equipment, buildings and landscape	6
4 Litter, cleanliness, vandalism	6
5 Environmental Sustainability	5
6 Conservation of heritage & nature	4
7 Community Involvement	4
8 Marketing Strategy	1
9 Overall Management	1
Total	36
Average (Total divided by 9)	4
Out of 30 (Average x 3)	12

Field Research score:

A Welcoming Place	Score
1 Welcoming	3
2 Good and Safe Access	4
3 Signage	3
4 Equal access for all	3
Health, Safe and Secure	
5 Safe equipment and facilities	5

6 Personal security in park	5
7 Dog fouling	5
8 Appropriate provision of facilities	4
9 Quality of facilities	4
Clean and Well Maintained	
10 Litter waste management	7
11 Grounds maintenance and horticulture	5
12 Buildings and infrastructure maintenance	4
13 Equipment maintenance	6
Sustainability	
14 Environmental sustainability – energy & natural resource, conservation, pollution	6
15 Pesticides	6
16 Peat Use	6
17 Waste minimisation	5
18 Arboriculture and woodland management	4
Conservation and Heritage	
19 Conservation of natural features, wild fauna and flora	6
20 Conservation of landscape features	4
21 Conservation of building structures	6
Community Involvement	
22 Community Involvement in management & development including outreach work	6
23 Appropriate provision for the community	6
Marketing	
24 Marketing and promotion	2
25 Provision of appropriate information	3
26 Provision of appropriate educational and interpretation/information	2
Management	
27 Implementation of management plan	0
Total	119
Average (Total divided by 27)	4.4
Out of 70 (Average x 7)	30.8

The total score for Marble Hill was 42.8 (out of 100). The assessment identified a number of key weaknesses, in particular the draft management plan which had never been fully adopted or reviewed by English Heritage. It also scored poorly on Marketing and Presentation. A discussion of all the criteria and the key issues raised are covered in detail in the following section.

6.1 Welcoming Place

‘Welcoming, good & safe access, signage, equal access for all’

The assessment of this section concluded the following:

The road and pedestrian entrances are poorly presented, with decaying infrastructure and a lack of information on the landscape and park. The car park surface is in a poor condition and is littered with unattractive signage, furniture and amateurish notices. Signage at the entrances is basic and uninformative especially about the location and opening time of facilities in the park.

When the house is not open during the week the house looks unwelcoming and detached from the landscape.

There is no information about the rangers on-site and the location of their office minimises their public facing benefits. There is nothing welcoming about their office area and no encouragement to engage with them.

The key issues to be addressed are:

- Lack of signage and orientation information provided at entrances
- Poor condition of road and path surfaces on arrival
- Reinforcement of the link between the house and historic landscape
- Engagement and availability of Rangers team to the public

6.2 Healthy, Safe and Secure

‘Safe equipment & facilities, personal security, dog fouling, appropriate provision of facilities, quality of facilities’

The assessment of this section concluded the following:

The prevalence of dog walkers in the park makes gives a reasonable sense of personal safety. There was a lack of information on why certain areas of the park were fenced off to visitors.

Owners appeared to be clearing up after their dogs, although dog-fouling on the sports pitches is a health and safety concern for players and needs to be managed carefully. The dog free area is a limited size considering the extent of the park, but very obvious due to the fencing.

A catering strategy needs to be developed to define the difference in offer in such a competitive area. The Stable Block does not feel large enough to host the café and the configuration of the building is awkward. The toilets were poorly signed but reasonably clean.

The presence of Marble Hill Playcentre adds to the enjoyment of the park but the scale and colour of the equipment and buildings is very intrusive. The community garden area is in good condition but their siting appears unplanned and uninviting.

Most of the buildings are in a reasonable state of repair and seem well maintained and free of graffiti. However, the street furniture, including benches, bins and lighting were in a very poor state of repair.

The key issues to be addressed are:

- Impact of dog free area in open parkland
- Dog fouling on sports pitches
- Configuration and offer of Stable Block café and visitor facilities
- Visual intrusion of the Marble Hill Playcentre structures
- Uninviting appearance of community garden area
- Poor condition of street furniture including benches, bins and lighting

6.3 Clean and Well Maintained

‘Litter & waste management, grounds maintenance & horticulture, building & infrastructure maintenance, equipment maintenance’

The assessment of this section concluded the following:

The overall quality of the day-to-day maintenance is good, however the longer-term repair/repainting/replacement of features such as the palisade fences or benches has been carried out on an ad hoc basis and as a result these features have deteriorated detracting from the otherwise clean and tidy park appearance. The site was remarkably litter free and the landscape was adequately maintained for parkland but not up to standard for sport.

There is a lack of horticultural diversity in the landscape.

The key issues to be addressed are:

- Continuation of good quality day to day maintenance
- Ensure that longer term cyclical repairs are carried out
- Condition and maintenance of sport pitches
- Lack of horticultural diversity in the landscape

6.4 Sustainability

‘Environmental sustainability, pesticides, peat use, waste minimisation, arboriculture & woodland management’

The assessment of this section concluded the following:

Although a 50-year planting strategy has been created and some replanting has taken place this does not seem to be strategic and the park is still dominated by over mature trees.

The presentation of the black walnut could be improved with an explanation offered for its retention and need for an exclusion zone. This is also the case for other trees in the park.

The fencing off of large woodland areas has no explanation and is confusing to visitors.

The key issues to be addressed are:

- Lack of a proactive tree planting strategy
- Presentation and explanation of management of mature trees
- Fencing off woodland areas

6.5 Conservation and Heritage

The assessment of this section concluded the following:

Grasslands show little diversity and there is not substantial differential mowing. There was no significant evidence of the site being a haven for wildlife.

Play and sports facilities detract from the historic value of the landscape. Views to the river have been lost from the terraces and the various intrusive fenced enclosures, around the woodland, community garden and dog-free area clutter the landscape.

There is not much of a sense of visiting a Grade II* registered park reflecting an 18th century landscape.

The historic buildings and structures are in acceptable condition although the house is beginning to look shabby and the Stable Block needs investment. The lodges appear in reasonable condition. The Grotto and Ice House could be better presented and the disused toilet block adjacent to the house adds to the feeling of neglect.

There was a distinct lack of interpretive material available.

The key issues to be addressed are:

- Lack of diversity in the grassland and wildlife habitats
- Intrusive play and sports facilities detracting from the historic value of the landscape
- Views to the river have been lost
- Fenced off areas add clutter to the landscape
- No sense of visiting a Grade II* registered park
- Presentation of house and Stable Block
- Presentation of Grotto and Ice House
- Neglected feeling created by disused toilet block
- Lack of interpretative material

6.6 Community Involvement

‘Community involvement in management & development including outreach work, appropriate provision for the community’

The assessment of this section concluded the following:

On site there is little indication of community involvement. The community gardens in East Meadow would demonstrate some recent activity but the signage gives no information on the Marble Hill Society or how to join in with the community gardens. There is no organised users group which represents all those who visit and enjoy the park.

Any partnerships in the park do not appear to be celebrated. Signage at entrances gives no information on the play partnerships, who runs the café and who the sports clubs are using the park. There is very little to encourage users to get involved or understand more about how they could engage with many of the activities.

There is a lack of strategy to developing facilities and the impression is that the community demands facilities on the site and this is developed ad hoc in the absence of a strong plan for the future of the site.

No education visits are taking place on site. The site has not been assessed for access requirements and there is a lack of appropriate provision for these visitors.

The key issues to be addressed are:

- Lack of information on how to get involved with the various facilities on site
- No organised user group representing all users of the park
- No information of partnerships with the park
- Lack of overarching strategy to determine opportunities for visitor facilities
- No education visits on site
- Poor and unsuitable facilities for those with access needs

6.7 Marketing

‘Marketing & promotion, provision of appropriate information, provision of appropriate educational interpretation/information’

The assessment of this section concluded the following:

There is currently very little understanding amongst the users of Marble Hill Park about the significance of the landscape as a historic site and basic facilities and activities in the park.

There is no mechanism for communicating with users on a regular basis and providing information and updates on the park.

The website information does not reflect the site and refers mainly to the house. It does not describe the historic interest of the park or its use for sport.

The key issues to be addressed are:

- Lack of public understanding about the significance and facilities at Marble Hill
- No communications strategy for involving the community
- Website information does not reflect the nature of the site

6.8 Management

'Implementation of management plan'

The assessment of this section concluded the following:

The management plan created by LUC in 2006 laid out proposals for changes in maintenance and management but little has changed due to the lack of opportunities on the site to support a more sustainable business plan. Significant new investment is needed to bring the site infrastructure to up to appropriate standard in order to make it sustainable.

A new up-to-date Conservation Management Plan and Maintenance and Management plan need to be in place in order to progress towards the desired management objectives.

The key issues to be addressed are:

- Lack of opportunities on the site to support a more sustainable business plan
- Create an up to date adopted Conservation Management Plan for the site
- Create an up to date adopted Maintenance and Management Plan for the site

7 Summary of Masterplan Proposals

7.1 The Vision

The overall vision for the restoration of Marble Hill is:

‘Henrietta Howard, a remarkable woman, overcome personal adversity to build an outstanding 18th-century house and garden at Marble Hill as a retreat for herself, her family and friends. We will rejuvenate her creation, transforming it into a vibrant public park, enabling everyone to experience the pleasure Henrietta and her circle found there. We will restore and interpret the 1752 and later 18th-century landscape, providing within it high quality sports facilities for everyone. We will conserve and reinterpret the house, opening it free of charge on an increased opening regime. We will restore the historic stables as a visitor hub, providing commercial sustainability through a café and shop which open daily, and through hospitality opportunities. We will work in partnership with local organisations to deliver outstanding events, education and training programmes. These, with our new volunteer programme, will deliver a welcoming and inclusive environment, sustainable well beyond the funded lifecycle of the project.’

The proposals for the Marble Hill Project will aim to balance the historic significance of the site, with the environmental potential of the park and an enhanced offer for broader audience of park users.

Together these themes will enable a sustainable future for Marble Hill Park to be developed. Marble Hill Park has the potential to reconnect the house and landscape through a considered programme of repair, restoration and enhancement works and increase the understanding and enjoyment of the park for all.

The key considerations and opportunities for the site included in the proposals were:

- Develop the relationship between features of heritage significance and healthy living through sport and recreation.
- Interpret the layers of landscape history with emphasis on the time of Henrietta Howard.
- Improve the economic sustainability of the site by creating a commercial hub at the Stable Block and improving sports provision.
- Improve the play offer.
- Consider climate change adaptation with new planting programmes and management strategies.
- Develop management strategies that are proactive.
- Promote the importance of Marble Hill in the context of the Thames Landscape Strategy and adjacent parks and open spaces.
- Develop tree and woodland management strategies that restore the character of these areas and introduce a comprehensive planting programme to ensure the growth of a successional landscape for future generations.
- Enhance biodiversity across the site.

- Acknowledge the need to develop proposals with biosecurity in mind. This is particularly pertinent in the context of the former Horse Chestnut Avenues.
- Consider opportunities of sustainable urban drainage across the park.
- Maintain and enhance park boundaries to create more welcoming entrance to the park.
- Improve accessibility of path network and resurface to improve the setting of the house.
- Rationalise site furniture across the park.
- Decompact and improve grass sward across the park.

Refer to Marble Hill Conservation and Management Plan 2016 for further details.

7.2 Built Structures Proposals

7.2.1 Marble Hill House

Marble Hill House was surveyed in 2008 (Acanthus Clews Architects) and 2011 (Purcell Architects) as part of English Heritage's Asset Management Programme. The surveys comprised a full visual survey of the building (excluding mechanical and electrical items), recommendations on repair and cost information. Following the 2011 survey a further report was commissioned to investigate instances of penetrating damp at ground floor level. These proposals are based on the findings of the previous surveys and a resurvey of the site that was undertaken in May 2015, with the aim of identifying the maintenance priorities for the proposed Marble Hill Re-Presentation project. The Mechanical and Electrical Services were also surveyed.

7.2.1.1 External Masonry

The render and stucco work to all elevations is generally sound, however several minor cracks were noted on the north, west and south elevations and to the wing walls. These will require cutting back to a sound edge before repairing with lime mortar.

Sections of the external cementitious render will be removed and replaced with lime render to prevent further moisture ingress. The exterior will then be redecorated and repaired to prevent further decay and improve the overall presentation of the building. A series of paint trails will be undertaken prior to the decoration works in order to establish the best product for the building and local environment.

All the external joinery will be repaired where necessary using traditional SPAB techniques and all elements will be redecorated at the earliest opportunity, to prevent further decay and lower the risk of moisture penetration into the building.

The main roof will be overhauled as part of the planned decoration works. This work will include the replacement of all missing and defective pantiles and slates, the assessment and re-oiling of all lead work and the repointing of all hip tiles and edge details as required. The large tree that overhangs the west elevation will be removed as part of the planned landscaping works.

The rainwater goods will be refurbished and some modification will be carried out to the gulleys in order to improve water management.

7.2.1.2 Penetrating Damp

Internally there is evidence of penetrating damp to the Breakfast Parlour, Tetrastyle Hall Dining Room and Paper Room. It is proposed to remove and repair the defective plaster and redecorate all damp affected walls to the Paper Room, Dining Room, Tetrastyle Hall and Breakfast Room.

7.2.1.3 M&E and Fire Protection

The labelling of electrical equipment is unclear and not always legible, which, coupled with a lack of test records and schematics, means the existing installation is confusing. It has therefore been recommended that the English Heritage Maintenance team undertakes a full test and inspection, including the rectification of known problems in the short term.

The existing incoming MCCB panel and final circuit-distribution boards will be replaced as part of the project. This work will also include the restoration of power to the Breakfast Parlour and the associated opening-up works.

The existing fire alarm has come to the end of its useful life and no longer functions correctly or conforms to current regulations. Therefore, it is proposed that a new wireless fire alarm and detection system conforming to BS5839 Part 1 type LI is installed as part of the project. As the 2013 edition of this British Standard recommends that detectors should be at least 500mm away from walls, the current detector locations will have to move and allowance for making good ceilings should be included.

Lastly, there has been a long standing problem with a lack of fire separation between the Great Room and the ceiling void and roof space above due to the hole which allows the chandelier to be suspended from a winch at Garret level. This is exacerbated by the lack of compartmentation around the eaves of the roof. It is therefore proposed that the following works endorsed by Historic England's National Fire Officer also form part of the planned maintenance works:

- A fixed intumescent seal within a steel frame will be attached between the ceiling and ceiling joists where the winch cable and electrics penetrate, to give at least one-hour fire resistance.
- The roof void at garret level will be subdivided with a one hour fire resisting partition in line with the masonry walls
- The roof void above the Garret level will be investigated to see if the walls mentioned above have been fire stopped at the junction with the roof. If they have not, any holes will be fire stopped with lime mortar.

Several of the doors on the ground and first floor, which has been shown to contain asbestos fire retardant panels, will be upgraded by removal of the toxic panels and adaptation by introduction of appropriate sealant and intumescent paint.

7.2.1.4 Lift

A light-weight, platform lift, positioned within the present control room, will be installed in the House to provide access to the first floor for a person using a normal wheelchair.

7.2.2 Stable Block

Making the experience of the visitor central to the design and balancing this with the significance of the historic building has led to a proposal which locates the café in a new volume along the boundary wall of the park, west of the Stable Block, defining a courtyard which becomes the core of the scheme. All the public facilities, whether in new and old buildings, are grouped around this courtyard and gain access from it.

The courtyard is entered via the Stable Block archway from the House and Sweet Walk, and retains an opening to the south, giving direct access from Orleans House and the west gate. This approach allows good views of the children's play area from the seating areas, inside and out, and the raised view to the Thames echoes that from the Hall and Great Room of the House.

The servicing is from the north, with a new spur from the west access drive and a small service yard. This is screened by the heavy planting of the Sweet Walk shrubberies, and allows the existing GLC changing block to be retained and used for secondary storage. The new and old buildings are connected at the north wing of the Stable Block, where this is least visible, with a low roof emphasising the precedence of the original building.

As part of the project it is proposed to construct a single storey extension to the west of the Stable Block in its rear courtyard.

The new extension will sit along the boundary wall of the park, west of the Stable Block, defining a courtyard which becomes the core of the scheme. All the public facilities, in both new and old buildings, are grouped around this courtyard and gain access from it. The café should provide up to 60 covers inside and 80 covers outside. This requires a new building of approximately 255 m² floor area.

It is proposed that the new building will be on slightly tapering plan, with its courtyard façade parallel to the Stable Block. It is a single-volume, lightweight structure, supported on a piled raft slab and the brick boundary wall. It will have a shallow, linear monopitch shallow zinc roof, with a lower flat roofed link between it and the Stable Block

The café will be entered via the Stable Block central carried arch from the Park, and retain an opening to the south, giving direct access from Orleans House and the west gate and offering views of the children's play area and the wider landscape. The new retail facilities will be housed inside the existing Stable Block building. The interior of the space will be fitted out with English Heritage's standard retail fit-out furniture units, reducing the need to modify the walls to support shelving and display.

The proposal envisages only minimal alterations to the existing interiors of the building while respecting all of its significant elements and features, removing redundant fittings and services, an addition new walls and removal of some 20th-century additions. New partitions would be expressed as new work and would be standard lightweight stud walling, clad with plasterboard.

The interior of the manager's office which is largely intact will be renovated and later, unsympathetic additions stripped off while its original features repaired and enhanced.

On the exterior, the existing doorway in the south wall of the Stable Block will be modified to create a hatch for the café kiosk.

It is proposed to create a new door in the north wall of the north wing of the Stable Block to provide access to the plant room. This door will replicate the proportions of historic doors and will be made of timber with ventilating louvers to complement the character of the building.

A number of historic openings in the west elevation have been altered in the 20th century and these will be carefully reinstated with appropriate materials and techniques.

The current west opening in the north elevation of the south wing will be used to provide access for the shop. The existing arched lintel is unacceptably low for an entry door, and so it is proposed to rebuild the brick arch at a height that corresponds to the existing west wall openings, and to reuse the existing traditional half glazed kitchen door.

The only surviving 19th- century carriage door at the rear of the north wing will be retained and partially blocked internally using fully reversible fixing methods and sympathetic materials.

In the courtyard, the existing, modern and unsympathetic asphalt surfacing will be removed and the existing historic granite setts will be re-laid.

It will be necessary to rebuild the western section of the curtilage listed boundary wall at the rear of the courtyard. The intention is for the outer leaf of the new wall to be 9" brickwork laid in lime mortar, reusing the existing and additional matching bricks. The mortar colour, pointing and brick bond are to match the existing boundary wall, to maintain the appearance of the wall

The brick boundary wall to the north of the courtyard will be removed and the western half of the south yard wall reduced to 400mm. The east half of this wall will be removed fully.

The new extension will be served by a flue whose dimensions will not exceed 130mm and which will be painted black and positioned carefully so in appearance it is similar to the existing rain water goods.

The WCs will be improved so that they can serve both café visitors and others using the park. They must be robust enough to remain in good condition despite heavy use in all weathers. They should have low water-use fittings to reduce water use.

The building will continue to provide residential accommodation for rangers on the first floor and toilet facilities for the Park

7.2.3 Sports Block

The main driver for the reordering of the Sports Block is to provide changing facilities for both men and women. There needs to be an equal number of male and female changing rooms, but with the flexibility to allocate more to men at certain times. The provision of an accessible WC and shower is desirable, and there should be additional toilet facilities. There needs to be making good, maintenance and decoration of the entire block and simple M&E refurbishments.

The proposal is for a layout with four male and four female changing rooms, which can be easily reconfigured to six male and two female by locking one door and unlocking another. The key areas to be modified are as follows:

- Store room/office to be converted into kit store to be accessed from the main circulation space
- Accessible shower and WC added to main circulation space
- Rangers lockers/ WCs reconfigured
- Existing sinks and boot wash removed; replaced with new unisex WCs
- Blocking in of three existing openings; creation of three new openings
- New partitions and lockable doors
- Ramp built to main entrance and to fire escape doors

7.3 Interpretation and Collections Proposals

7.3.1 Interpretation Proposals

Marble Hill House will be open for everyone to explore at their own pace, with visitors of all ages welcome. It will be brought to life in new and playful ways and through working with the community. This will include:

- Showing how Henrietta's home was used including recreating lost furnishings, like a magnificent peacock table for the Great Hall, and recreating her great niece's bedroom
- Telling Henrietta's story using the writings of her and her friends, and film, sound installations, music, and objects which can be touched and smelt, and tried on. Each room will include a fan shaped room introduction and a set of collections /theme booklets.
- Exploring previously un-told aspects such as Marble Hill's links to the Transatlantic Slave Trade, and Henrietta's deafness
- Using innovative interpretation in the landscape to show how the house and landscape were cleverly designed as a whole, including viewing frames with illustrated figures to show how the landscape was used, and a garden hand cart with games and fun family focused interpretation
- Henrietta's story will be told in ways which are as accessible as possible for a wide range of visitors. This will include using British Sign Language and subtitles on the film, a virtual tour and using smells and tactile objects.
- Creating a family trail which covers both house and landscape

7.3.2 Collections Proposals

The collections will be enhanced with key acquisitions and loans, informed by the earliest surviving inventory for the house, in order to create a sense of Marble Hill as Henrietta Howard's home and to help convey the Interpretation Key Messages. For example, these items are likely to include: a dining table and six chairs for the Dining Parlour; a writing table for the Dressing Room; a four poster bed with needlework hangings for Miss Hotham's Bedchamber; as well as smaller items such as a dinner service, tea making equipment, writing box, ear trumpet, and items for Henrietta's dressing table. In addition, we will commission high quality replicas of the marble-topped 'peacock' table and a needlework sofa.

7.4 Landscape Proposals

7.4.1 Pleasure Ground

The Pleasure Grounds represent the most significant opportunity to reinterpret and rediscover the lost landscape designs of Charles Bridgeman and Alexander Pope. These proposals seek to reintegrate the design of House and Landscape conserving the integrity of important key elements of the core historic landscape. It will restore and reframe important views and vistas between the house and River Thames.

The overall strategy for this area is to restore the pleasure ground to the layout created by Henrietta Howard between 1724 and 1767 to create an attractive area within the park. The reintroduction heritage features will create a diversity of spatial character and habitats within the park which it currently does not provide. Removal of the timber palisade fencing to promote access into the Woodland Quarters and using estate fencing to enclose the Pleasure Grounds enabling managed access.

The Pleasure Grounds are subdivided into five sub areas each with their own special character and landscape features.

7.4.1.1 Carriage Circle, Southern Terrace and House Representation

In this area the proposals are to:

- Restore the historic form of the turning circle and the southern terrace (this is not included in the HLF application).
- Resurface with a more informal solid permeable surface to enhance the setting of Marble Hill House (this is not included in the HLF application).
- Restore the formal planting along the walls to both sides of the north front of Marble Hill House according to the historic pattern to enhance the presentation of the house.

7.4.1.2 Terraces

In this area the proposals are to:

- Reinststate sharp lines and structure of the terraces to include four steps.
- Enhance views and vistas to and from the House and the River Thames.

7.4.1.3 Avenues

In this area the proposals are to:

- Restore the stepped avenues based upon available historic plans and archaeology surveys.
- Improve the setting of the Black Walnut.

7.4.1.4 The Woodland Quarters

In this area the proposals are to:

- Restore the Orchard to the east of the house to its early 18th-century pattern.
- Enhance the setting of the Ice House.
- Remove features which detract from the setting of the house.
- Improve habitats and biodiversity and promote access to nature.
- Restore the nine pin alley in the western compartment of the middle terrace, to complete the Bridgeman landscape of the early 18th century.
- Improve landscape setting of grotto.
- Restore the flower garden as shown on the 1752 plan.
- Restore the palisade cut into an arcade on the oval lawn in front of the villa on the 1752 plan.

7.4.2 The Great Lawn

The Great Lawn provides the foreground to Marble Hill House when approaching from Richmond Road. The open informal character is an important part of conserving this vista.

The proposals aim to:

- Conserve the open, informal grassy space of the Great Lawn including its use for cricket.
- Sensitively integrate the existing tennis courts and cricket nets into their landscape setting.
- Improve the playing surface of the cricket pitch and explore provision of natural wickets alongside renovated artificial wickets.
- Improve habitats and biodiversity promote access to nature.

It is proposed to restore the Sweet Walk to its 18th-century character of trees, flowering and sweet smelling shrubs and ground cover, which will be enjoyed from a meandering walk running through it.

In this area the proposals are to:

- Thicken up the plantation to screen the traffic and form an attractive and effective boundary along the north of the park (this is not included in the HLF application).

- Enhance the Sweet Walk to re-introduce elements of the late 18th century landscape of the site enabling this era of the site's history to be explored and interpreted (this is not included in the HLF application).
- Improve the setting of the cafe and the sense of arrival alongside proposals for enhanced visitor facilities. Improve habitats and biodiversity promote access to nature.

7.4.3 West Meadow

The West Meadow is characterised by open grassy areas enclosed by tree belts. Several detracting features such as the Chinese style pagoda will be removed and others such as the dog free area will be more sympathetically integrated into the park setting.

The proposals in this area are to:

- Conserve and enhance the West Meadow as an open grassy area enclosed by tree belts.
- Diversify the mowing regime and tree planting to increase visual and biodiversity interest.
- Improve drainage to Rugby pitches.
- Create a play area adjacent to the cafe.
- Improve habitats and biodiversity promote access to nature, particularly in flood zones.

7.4.4 The East Meadow

The East Meadow is characterised by open grassy areas home to the football pitches at Marble Hill Park. The adventure play facility is a visual detractor from the setting of the House and in the context of the registered park framing and screening of views would help to better integrate this facility.

The proposals in this area are to:

- Conserve and enhance the East Meadow as an open grassy area enclosed by tree belts through diversifying the mowing regime, tree planting.
- Screen views to intrusive features to increase visual and biodiversity interest.
- Improve habitats and biodiversity promote access to nature.
- Create a year round sports provision acknowledging seasonal variations and the need for pitches to recover and regenerate.

7.4.5 Car Park, Playgrounds and Works Area

The functional components of Marble Hill Park are generally contained within this area a remnant of the historical separation of the Kitchen garden from the House. The aim is to better integrate these facilities and where possible reduce their impact on the park as a whole.

The proposals in this area are to:

- Preserve the significance of the core landscape by focusing all functional operations to one area.
- Improve orientation and wayfinding to create a hub for visitors arriving by car or from public transport links on Richmond Road.
- The planting along the north and east edges will be thickened up and a new path from the car park to the river constructed following a more attractive winding route along the historic boundary

7.4.6 River Terrace

The River Terrace provides an under exploited connection to adjacent parks and open spaces and the River Thames.

The aim is to retain the iconic view between the house and the river and manage the terrace in line with its historic nature of Marble Hill. This will be implemented by improving the boundary treatments to create a more welcoming entrance to Marble Hill Park. These changes will promote the River Terrace as wildlife corridor and improve habitats and biodiversity.

8 Management Objectives

A full list of policies relating to the management of Marble Hill can be found in the CMP (2016). The specific objectives related to the management of the park are listed below:

- To conserve, interpret and, where appropriate to the modern day use of the park, restore elements of the early 18th-century historic layout by Charles Bridgeman and the significant later 18th and 19th- century additions.
- To maintain the park as a safe, well used and highly valued local park balancing the needs of users of the park with the conservation of the historic landscape.
- To protect and, where appropriate, strengthen the key views and vistas to, from, and within the park, by mitigating the negative impacts of intrusive elements on the views within and outside the park.
- Through monitoring and regular maintenance enhance the built landscape to a high standard of physical repair and visual quality appropriate to the historic character of the park:
 - Built structures, particularly designated buildings but also undesignated assets of significance
 - Entrances to the park
 - The road and path network
 - Park furniture and signage
- Through ongoing research to understand the archaeological remains on the site which will be conserved and protected in situ. The potential for disturbance of archaeological remains will be considered in any future subsurface works.
- Provide the best possible solution to the provision, design and location of modern facilities ensuring minimal visual and physical intrusion and site damage to the landscape and built fabric as well as setting and context of the site:
 - Visitor services
 - Sport facilities
 - Administrative areas
- Enhance the landscape character and biodiversity of the site by:
 - Increasing the areas of long grass where appropriate to the nature of the area and its use by visitors
 - Introducing a tree planting programme to ensure visual and ecological diversity
 - Engaging with ongoing local and London-wide biodiversity initiatives
- Champion the highest standards of environmentally sustainable management:
 - Commission wildlife surveys to support legal obligations and biodiversity statutory duty
 - Promote nature conservation measures in the management of all aspects of the landscape

- Minimise, as much as possible, biosecurity threats and risk from plant pests, diseases and invasive plant species.
- Ensure that the impact of periodic flooding on the landscape of Marble Hill Park is monitored and an appropriate level of action taken to alleviate damage to the park fabric.
- Strengthen the links between Marble Hill House and Marble Hill Park through interpretation, educational activities, events, and physical enhancements to the landscape which forms the setting of the house.
- Continue to provide and maintain a range of recreational opportunities in the park in particular for sport use and informal recreational ensuring that these facilities are managed efficiently, are of good quality and have minimal visual impact on the landscape.
- Encourage the active involvement of the public in the historic landscape and the ecology of the park through education, volunteering and events.
- Manage Marble Hill Park in an open and transparent manner, for and on behalf of its users and visitors and, where appropriate, ensure consultation about major proposals or changes in management with stakeholders including:
 - Marble Hill Society
 - Marble Hill Playcentres
 - Sport clubs and users
 - Community users
- Ensure that all stakeholders are working towards the objectives identified in this plan by engaging relevant groups in the continued development of the landscape.
- Define the capital works and plan budgets required to restore the essential structure and layout of the landscape.
- Ensure that full records are kept of landscape management and maintenance practices and changes to the landscape including climate change impacts as part of the Conservation Management Plan.
- Review and roll forward the Management and Maintenance Plan every 10 years. A midterm review to be carried out in year 5.

9 Proposed Maintenance and Management

9.1 Proposed Management Structure



9.2 Management of Marble Hill

The anticipated staffing requirements of the new opening hours and visitor hub are listed below:

- New Site Manager at higher grade than current site manager to reflect the additional responsibilities than come with the increased profile and level of visitation onsite
- Property Supervisor (Band E)
- Catering Manager, Chef, Porter, and 4.3 FTE Catering Assistants
- 4 additional Full Time staff would be required to staff the commercial hub (shop) and to work in the house – an assumption of 2 additional staff per day over and above existing staffing levels.
- Free-flow in the house will be managed by a team of new volunteers.

9.3 New Staff

The newly appointed Audience Development Manager is currently responsible to the English Heritage Area Manager for London and the South East.

To ensure the successful development and delivery of the Activity Plan it has been assessed that two members of staff should be based at Marble Hill to manage and deliver the Activity Plan. These are an Audience Development Manager and Head Gardener/Volunteer Manager.

Audience Development Manager

Purpose: To actively engage with local communities in the development period, to write the Activity Plan and to ensure longevity of the community engagement. This post is now in place, and is being funded by English Heritage between Round 2 HLF application delivery and decision.

At Round 2, this post will deliver the projects and manage the partnerships set out in the Activity Plan.

Specific roles included in Job Description. The Audience Development Manager will:

- Communicate about changes in Park and House to users.
- Deliver community user groups – Marble Hill Users Group, Access Group, Youth Panel, Marble Hill Steering Group, Family Group and Women’s Group.
- Deliver mini projects throughout programme to engage with communities and deliver new interpretations that can be added to the final redeveloped House and Park.
- recruit and manage volunteers to work in house and park
- Use social media to engage local community.

Head Gardener/Volunteer Manager

Purpose: To manage the horticultural elements of the Activity Plan.

Specific roles to be included in the job description. The Head Gardener/volunteer manager will:

- manage and curate the 66 acre garden and grounds at Marble Hill House and Garden English Heritage property and its historic plant collections so that its history, archaeology, ecology, evolved design and artistic integrity are conserved and presented in an exemplary manner and documented according to nationally recognised standards.
- manage all day to day aspects of the ornamental, kitchen gardens and meadow areas
- lead a customer focused culture (internal and external) that delivers exemplary standards of garden and landscape management, maintenance, curation, presentation, interpretation and promotion.
- recruit, train, manage and develop an apprentice and volunteers
- work closely with the Park Rangers and participate effectively in the work of site teams in the formulation and implementation of integrated management, development and conservation plans, ensuring that plans accommodate and promote best practice.
- identify and develop opportunities for the promotion of the Park and development of the visitor experience.

9.4 Proposed Landscape Maintenance Prescriptions

The table below outlines the maintenance prescriptions for new landscape elements being created as a result of the project:

Area	Prescription
Pleasure Grounds	
Carriage Circle	
Paths	Weed management
New lawns to north of flank walls of house	Grass areas should be mown on a regular basis

	Leaf collection during autumn and winter to ensure that all law areas are kept free of leaf accumulation
	Lawn edges maintained at interface with hard surfaces
New tree planting to flank walls	Yew trees to be clipped to aligned with wall columns
	Fruit trees to be clipped to align with wall panels
<u>Terraces</u>	
Lawns of terraces, oval and hippodrome	Grass areas should be mown on a regular basis, grass height 15 to 30 mm
	Leaf collection during autumn and winter to ensure that all law areas are kept free of leaf accumulation
	Lawn edges maintained at interface with hard surfaces
	Decompact and top dress lawn areas following events, to include aeration, scarification, feeding and repairs
Flood zone habitat planting	Ongoing planting by volunteers
<u>Stepped Avenues</u>	
Lawns of stepped avenues	Grass areas should be mown on a regular basis, recreational/amenity grass will normally be cut every 10 to 14 days, grass height 20 to 50 mm
	Leaf collection during autumn and winter to ensure that all law areas are kept free of leaf accumulation
New stepped avenue tree planting	Occasional watering
	Formative pruning may be required to ensure a strong and healthy branch system
	Trees planted in pits should have soil and mulch topped up where necessary
	Review of tree aeration and watering pipes
	Review of guying or staking system
Grove tree planting	Occasional watering
	Formative pruning may be required to ensure a strong and healthy branch system
	New trees should be planted when space becomes available to complete the grove planting to match the 1752 survey plan geometric arrangement
<u>Woodland Quarters</u>	
<u>South west woodland quarter</u>	
Self binding gravel pathways and in nine pin alley area	Raking/ tamping to maintain a level surface
Hedges	New extensions of growth should be trimmed back where it abuts, paths, steps, handrails, park furniture and other designated areas. Hedges should be maintained at same height, width and general shape as when it was last pruned
Trees	Following the tri-annual tree inspection any work identified for health and safety or good arboricultural reasons should be carried out

	Formative pruning may be required to ensure a strong and healthy branch system, trees planted in pits should have soil and mulch topped up where necessary
	Trees planted in pits should have soil and mulch topped up where necessary
	Occasional watering
Shrubbery	Self seeded trees should be removed from woodland and ornamental shrub areas
	Bark mulch should be topped up where appropriate
	The original design intention should be considered when pruning shrubs particularly with respect to maximum height to which shrub beds should be allowed to grow. i.e. above eye level to provide screening and below eye level to provide an open character and views. Shrubs and climbers should be trimmed to prevent overcrowding and to enable successful development of all plants.
	Control or treat pests and diseases; remove suckers from root stock and self sown trees; eliminate risk to the public or others; avoid damage to property; remove dead flower head where appropriate
Ground cover notably ivy	Remove from; lighting columns or cctv; trees only where it suppresses growth or prevents HAS inspections; from infrastructure/ listed structures or furniture;
Lawns of woodland quarter	Grass areas should be mown on a regular basis, recreational/amenity grass will normally be cut every 10 to 14 days, grass height 20 to 50 mm
<u>North west woodland quarter</u>	
Trees	Following the tri-annual tree inspection any work identified for health and safety or good arboricultural reasons should be carried out
	Formative pruning may be required to ensure a strong and healthy branch system, trees planted in pits should have soil and mulch topped up where necessary
	Trees planted in pits should have soil and mulch topped up where necessary
	Occasional watering
Grove tree planting	Occasional watering
	Formative pruning may be required to ensure a strong and healthy branch system
	New trees should be planted when space becomes available to complete the grove planting to match the 1752 survey plan geometric arrangement
Shrubbery/ thicket	Self seeded trees should be removed from woodland and ornamental shrub areas
	Shrub beds should be maintained free of weeds
	Bark mulch should be topped up where appropriate

	The original design intention should be considered when pruning shrubs particularly with respect to maximum height to which shrub beds should be allowed to grow. i.e. above eye level to provide screening and below eye level to provide an open character and views. Shrubs and climbers should be trimmed to prevent overcrowding and to enable successful development of all plants.
	Control or treat pests and diseases; remove suckers from root stock and self sown trees; eliminate risk to the public or others; avoid damage to property; remove dead flower head where appropriate
	Coppicing cycle to be continued to maintained vigorous growth of shrub material
Ground cover notably ivy	Remove from; lighting columns or CCTV; trees only where it suppresses growth or prevents HAS inspections; from infrastructure/ listed structures or furniture;
Lawns of woodland quarter	Grass areas should be mown on a regular basis, recreational/amenity grass will normally be cut every 10 to 14 days, grass height 20 to 50 mm
Meadow grasses	Wildflower grassland areas will be cut in spring and late summer (Late August/early September) after flowering. An additional autumn cut may also be required in October. Grass will be cut to a height of 50 to 75 mm. Cuttings will be raked off and removed, maintain mown paths as per the design intent
	Keep free of encroaching vegetation
<u>North east woodland quarter</u>	
Lawns of woodland quarter	Grass areas should be mown on a regular basis, recreational/amenity grass will normally be cut every 10 to 14 days, grass height 20 to 50 mm,
	Marquee base to be reseeded annually
Hedges	New extensions of growth should be trimmed back where it abuts, paths, steps, handrails, park furniture and other designated areas. Hedges should be maintained at same height, width and general shape as when it was last pruned
Orchard Trees	Following the tri-annual tree inspection any work identified for health and safety or good arboricultural reasons should be carried out
	Harvesting of fruit from orchard trees
Additional tree planting	New trees should be planted when space becomes available to complete the orchard planting to match the 1752 survey plan geometric arrangement
	Trees planted in pits should have soil and mulch topped up where necessary
Shrubbery/ thicket	Self seeded trees should be removed from woodland and ornamental shrub areas
	Bark mulch should be topped up where appropriate

	The original design intention should be considered when pruning shrubs particularly with respect to maximum height to which shrub beds should be allowed to grow. i.e. above eye level to provide screening and below eye level to provide an open character and views. Shrubs and climbers should be trimmed to prevent overcrowding and to enable successful development of all plants.
	Control or treat pests and diseases; remove suckers from root stock and self sown trees; eliminate risk to the public or others; avoid damage to property; remove dead flower head where appropriate
	Coppicing cycle to be continued to maintained vigorous growth of shrub material
Ground cover notably ivy	Remove from; lighting columns or cctv; trees only where it suppresses growth or prevents HAS inspections; from infrastructure/ listed structures or furniture;
Lawns of woodland quarter	Grass areas should be mown on a regular basis, recreational/amenity grass will normally be cut every 10 to 14 days, grass height 20 to 50 mm
Meadow grasses	Wildflower grassland areas will be cut in spring and late summer (Late August/early September) after flowering. An additional autumn cut may also be required in October. Grass will be cut to a height of 50 to 75 mm. Cuttings will be raked off and removed, maintain mown paths as per the design intent
<u>South east woodland quarter</u>	
Self binding gravel pathways	Raking/ tamping to maintain a level surface
Trees	Following the tri-annual tree inspection any work identified for health and safety or good arboricultural reasons should be carried out
	Formative pruning may be required to ensure a strong and healthy branch system, trees planted in pits should have soil and mulch topped up where necessary
	Trees planted in pits should have soil and mulch topped up where necessary
	Occasional watering
Shrubbery	Self seeded trees should be removed from woodland and ornamental shrub areas
	Bark mulch should be topped up where appropriate
	The original design intention should be considered when pruning shrubs particularly with respect to maximum height to which shrub beds should be allowed to grow. i.e. above eye level to provide screening and below eye level to provide an open character and views. Shrubs and climbers should be trimmed to prevent overcrowding and to enable successful development of all plants.

	Control or treat pests and diseases; remove suckers from root stock and self sown trees; eliminate risk to the public or others; avoid damage to property; remove dead flower head where appropriate
Flower garden	Self seeded trees should be removed from the flower garden
	Bark mulch should be topped up where appropriate
	The original design intention should be considered when maintaining the flower bed
	Control or treat pests and diseases; remove suckers from root stock and self sown trees; eliminate risk to the public or others; avoid damage to property; remove dead flower head where appropriate
Ground cover notably ivy	Remove from; lighting columns or cctv; trees only where it suppresses growth or prevents HAS inspections; from infrastructure/ listed structures or furniture;
Lawns of woodland quarter	Grass areas should be mown on a regular basis, recreational/amenity grass will normally be cut every 10 to 14 days, grass height 20 to 50 mm
<u>Oval Palisade</u>	
Planting	Formative pruning may be required to ensure a strong and healthy branch system, trees planted in pits should have soil and mulch topped up where necessary
	Supports and ties should be regularly checked to ensure growth is not restricted or plants are damaged and that the ties are fit for purpose
Self binding gravel pathways	Raking/ tamping to maintain a level surface
<u>Great Lawn</u>	
Cricket Pitch	Fertiliser application in Spring to prepare the grass for the season.
	Autumn fertiliser application to outfield
	Lime application every 2 to 3 years
<u>Sweetwalk</u>	
Hard surfaces to café	Hard surfaces should be swept on a regular basis to remove all litter and debris, to grade A standard as defined in the Environmental Protection Act 1990
	Weed management
	Moss and algae should be removed from hard surfaces where it becomes slippery
Trees	Following the tri-annual tree inspection any work identified for health and safety or good arboricultural reasons should be carried out
	Formative pruning may be required to ensure a strong and healthy branch system, trees planted in pits should have soil and mulch topped up where necessary
	Trees planted in pits should have soil and mulch topped up where necessary
	Occasional watering

Shrubbery	Self seeded trees should be removed from woodland and ornamental shrub areas
	Bark mulch should be topped up where appropriate
	The original design intention should be considered when pruning shrubs particularly with respect to maximum height to which shrub beds should be allowed to grow. i.e. above eye level to provide screening and below eye level to provide an open character and views. Shrubs and climbers should be trimmed to prevent overcrowding and to enable successful development of all plants.
	Control or treat pests and diseases; remove suckers from root stock and self sown trees; eliminate risk to the public or others; avoid damage to property; remove dead flower head where appropriate
	Shrubs to be trimmed back from tennis court and cricket nets to ensure integrity of the fences and nets
Edgings	Regular inspections to ensure the integrity of the edging, replace where necessary
West Meadow	
Play area planting	Control or treat pests and diseases; remove suckers from root stock and self sown trees; eliminate risk to the public or others; avoid damage to property; remove dead flower head where appropriate
Ongoing habitat enhancements	Ongoing planting by volunteers
Sports pitches	Topdressing over whole pitch
	Two fertiliser applications per annum
East Meadow	
Ongoing habitat enhancements and planting	Ongoing planting by volunteers
Ongoing habitat enhancements	Ongoing planting by volunteers
Sports pitches	Topdressing over whole pitch
	Two fertiliser applications per annum
All Areas	
Garden Annual Costs (Red Items)	Materials, plants, waste management, replacement tools and machinery etc.

9.5 Proposed Built Structures Maintenance Prescriptions

The table below outlines the maintenance prescriptions for new built elements being created as a result of the project:

Area	Maintenance Prescription
Café / Stables Block	

Fabric	
Flat Roof – Single Ply membrane and junctions	Visual inspection of roof membrane on a yearly basis. Annual inspection by EH maintenance resource - 2 hours
	No maintenance required as under warranty
Flat Roof – Gutters and RWOs	Cleaning/ Clearing of debris from Rainwater outlets and gutter. Four gutter cleans allowed due to close presence of trees; 2 hours per clean - by EH maintenance staff
Café Monopitch Roof (Upper roof above main café seating area) – Gutters and RWOs	Cleaning/ Clearing of debris from Rainwater outlets and gutter. Two gutter cleans allowed due to close presence of trees; 2 hours per clean - by EH maintenance staff
Café Monopitch Roof (Upper roof above main café seating area) – Rooflights	External Cleaning/ Maintenance /Replacement. Annual clean by specialist
Café Monopitch Roof (Upper roof above main café seating area) – Rooflights	Internal Cleaning/ Maintenance /Replacement Annual clean
Café flat and monopitch roofing, boiler flue, rainwater goods, fall restraint system and/or rooflights	Maintenance, repairs and replacement Annual inspection and certification of safety systems by specialist
External Glazing – Windows and glazed doors (including high level windows, low level windows and hoppers)	Cleaning Monthly clean by specialist - café & GF windows to stables only
External Glazing – Windows and glazed doors	Maintenance, repairs and replacement
Automatic Entrance Doors	Maintenance, repairs and replacement - Annual service;
Sliding façade doors - sliding door gear	Annual maintenance - oiling etc
Facades – Fair faced brick	No scheduled maintenance anticipated
Brickwork mastic joints	Maintenance, repairs and replacement Assume will last minimum of 10 years
Facades – Timber cladding to North façade	Maintenance, repairs and replacement Apply external timber treatment every two years
Facades – Ivy growing on fair faced brick	Ivy cut below gutters and from around windows and doors
Internal finishes – Walls Ceilings and Joinery	Cleaning to walls, ceilings, joinery etc
Floor finishes - Kitchen	Cleaning and maintenance of kitchen floor
Floor finishes – Café and Servery	Cleaning and maintenance of Café floor
Floor Finishes - mats	Cleaning Replacement barrier matting every 2 years

Internal doors	Maintenance of fire closers, hinges and locks on internal doors Annual maintenance allowance for oiling, etc
M&E Services	
Boiler Room	Maintenance of plant and equipment by suitably trained maintenance personnel Annual boiler / pumps service
Mechanical Equipment	Maintenance of plant and equipment by suitably trained maintenance personnel Annual service
Ventilation Plant	Maintenance of plant and equipment by suitably trained maintenance personnel Quarterly maintenance plus filter changes
Maintenance of Electrical Switchgear	Undertake test and report on all electrical installations. Annual inspection and report
Maintenance of Fire Alarm System components	Full inspection and test
Maintenance of Intruder Alarm System components	Annual inspection and report
Maintenance of Lighting Installation components	
Cleaning of Lighting Installation components	
Emergency Lighting Installation	Inspection and test of system
Fire Alarm System tests	Inspection and test of system
Water services	Inspect installation, check temperatures and condition of any insulation
Drainage	Inspect installation and report any failings.
Accessible WC alarms	Inspect and test System
Induction loops	Inspect and test System
<u>Catering Equipment</u>	
Catering Equipment	Annual deep clean
Catering Equipment	Maintenance
Ventilation	Annual deep clean and inspection of UV filters
Servery counters	Annual deep clean
Servery counters	Maintenance
Cold room condensing units	Annual service and call out maintenance
Kiosk equipment	Annual deep clean
Kiosk equipment	Maintenance
Sports Block	
Sanitary Fittings	Covered by existing maintenance schedule
Taps	Covered by existing maintenance schedule
Internal Paint	Local touch up done by rangers / maintenance team;

Asphalt flooring	
Ironmongery	Oiling hinges and basic maintenance undertaken by EH maintenance staff
Ramp	
Roof Surface	Localised repairs
Rooflights	Repairs / limited replacement
<u>House</u>	
Lift	2 engineers per visit for four visits p.a. Parts guaranteed for first 10 years. Not costed beyond 10 years
Roof tiles	Annual inspection from cherry picker;
Leadwork	Included in above
External - Masonry Paint	High level walls and windows will be inspected with cherry picker on same day as roof inspection
External - Metal Paint	Access provided by cherry picker; required for one week; 2 painters and decorators for one week every 8 years annualised
External - Joinery Paint	Access provided by cherry picker; required for two weeks; 2 painters and decorators for two weeks; every 10 years annualised
<u>Landscape Built structures</u>	
<u>New estate railings</u>	
Metal railings with 8 no. gates (4 double leaf and 4no. Single leaf gates)	Occasional painting Gate hinges and locking mechanisms to be checked and serviced
	Regular safety inspections
<u>Carriage Circle</u>	
Metal railings with 1 no. gates to Black walnut surrounds	Occasional painting Gate hinges and locking mechanisms to be checked and serviced
<u>North west woodland quarter</u>	
Ice house seat	Occasional painting Routine inspections to ensure furniture is maintained in a safe condition
<u>South west woodland quarter</u>	
Self binding gravel pathways and nine pin alley	Occasional top up of chippings as necessary
<u>South east woodland quarter</u>	
Self binding gravel pathways	Occasional top up of chippings as necessary
<u>North east woodland quarter</u>	
Marquee bases	Routine inspections to ensure furniture is maintained in a safe condition

Event services	Routine inspections to ensure service are maintained in a safe condition
Bee hive interpretative play	Routine inspections to ensure furniture is maintained in a safe condition
<u>Oval Palisade</u>	
Structure	Regular inspections to ensure the integrity of the structure, replace where necessary
Self binding gravel pathways	Occasional top up of chippings as necessary
<u>Sweetwalk</u>	
	Gulleys and drainage to be kept free of debris and regularly cleaned
Fences/ gates	Occasional reapplication of preservative treatment
	Regular safety inspections
<u>West Meadow</u>	
Play area equipment	Routine inspections - daily checks - equipment condition, review of faults
	Operational inspections - looks in more detail, essentially at vandalism and minor wear
	Annual inspection - to be carried out by an independent specialist, to look at vandalism, minor and major wear
Play area surfaces	Rubber Mulch
Play area fencing	Occasional reapplication of preservative treatment
New drainage	
New street furniture, wayfinding and interpretation	All furniture should be maintained in a safe, clean condition fit for use. Regular safety inspections should be carried out to ensure furniture remains in a safe and useable condition

9.6 Proposed Collections Maintenance and Management Prescriptions

9.6.1 Collections Maintenance

Due to the anticipated increase in visitor numbers, free-flow access and extended opening hours, the time dedicated to conservation housekeeping and collections care in general will need to increase correspondingly. The exact hours and schedule will be determined by detailed representation plans and staffing/ volunteer proposals and should be in accordance with best practice. There will also be an increase in costs for housekeeping equipment and materials. At the end of the project a revised housekeeping schedule will be prepared by the Collections Conservator. This will take into account both the increase in collections and props in the new display as well as the considerable increase to opening hours and anticipated visitor numbers. As an indication, based on experience of other sites with similar visitor figures to those predicted for Marble Hill, an increase to the cleaning hours of around 1200 hours per year will be required. This will be split between a Collections Care Assistant and the Historic Properties team on site. Representative costs are shown in the

table below. The Collections Conservator will work with the Interpretation Manager to ensure that the schedule for cleaning and care of the new interpretation and the housekeeping schedule are brought together in one document.

Potential damage to collections and interiors from increased visitor numbers will be managed as far as possible through careful consideration of object placement with respect to pinch points in the visitor route and through sacrificial covers for important and vulnerable floors, for example, the mahogany staircase and floor boards in the Great Room.

Greater control of light levels to accommodate the increased opening hours will be necessary and a full light plan will be prepared to reflect the representation proposals. Damaged UV-eliminating films and blinds will be replaced.

An appropriate cyclical maintenance/ replacement budget for humidifiers, blinds, UV-eliminating films, housekeeping materials/ equipment and sacrificial covers will be required on an annual basis.

As with other properties with similar visitor numbers to those anticipated at Marble Hill, an object conservation budget will be required to account for any accidental damage to objects and inevitable deterioration to collections and interiors as a result of increased exposure to visible light and UV and on account of general wear and tear.

9.6.2 Collections Management

The management of the collections will continue to be governed by English Heritage's national Collections Development and Documentation Policies and Plans. The collections management database (Mimsy XG) and the Integrated Emergency Plan will be updated by the Collections Curator with all new acquisitions and new object positions and fixings. The Collections Security Check Lists will be updated by the Collections Curator and checks will be carried out by site staff twice a day during public opening hours.

The introduction of free-flow access, coupled with free admission changes both our ability to manage visitors' behaviour and the threat posed by the visitor. A healthy volunteer presence in rooms will assist and provide both a deterrent and eyes and ears. Their role will be limited to reporting and they will be supported by staff who are trained to respond to suspicious behaviour and emergencies. Exact numbers of both will be determined by the detail of representation proposal, but will include a minimum of two members of staff, with one adjacent to the entrance/exit area.

The current weight-sensitive alarm system will be replaced with a system that can be monitored (e.g. false alarms; regular alarms; faulty devices; low-battery situations), which is integrated with pagers or similar, sounds locally and can use a variety of detection types, to suit different objects. To deal with the increased risk, more objects will be alarmed by this new system. The exact detail and numbers will be determined by the final representation proposal; the principles of what will be alarmed will be: all GIS loan objects; all historic free-

standing, portable objects and small paintings (size to be agreed) above a certain value (to be agreed) which are also accessible. This approach is contingent on agreement by the Arts Council (in respect of the Government Indemnity Scheme for loan objects) in due course. Stanchions will also be replaced as required.

The current salvage store location will change under proposals for the redesign of the stable block however it will be relocated to another appropriate location on the Marble Hill estate.

9.6.3 Proposed Maintenance and Management for the interpretation

A detailed Operations and Maintenance Manual will be provided at the conclusion of the installation and training given to staff.

The day to day maintenance of interpretation and the funding of consumables will be the responsibility of the Site Manager and his/her team, including volunteers.

Cleaning of interpretation elements should be included in regular housekeeping cleaning. It is suggested that one named individual is given day to day responsibility for coordinating interpretation maintenance. This will include daily (at least) tidying loose elements including the collections booklets, and the contents of the interactive tables and garden cart, and cleaning and checking items such as trying on clothes, which will require dry cleaning quarterly. AV will also need to be turned off and on- a remote control is proposed. Graphics (internal and external) will require cleaning with a damp cloth approximately once a month. The sculptural intervention in the introduction room will need careful cleaning periodically. Prop elements and trying on clothes will need to be replaced regularly, approximately every three years and this must be included in ongoing budgets. The family trail will need reprinting as required (depending on print run this is likely to be annually) and the collections books regularly refreshed/reprinted as pages will get dirty and pages may also need to be updated if loans are returned etc.

Fixing faults in larger items such as interactives will be scheduled through the Interpretation Maintenance Officer in accordance with priorities set by the Area Manager. Rectifying faults with AV will be the responsibility of the Estates team but an annual service is recommended and is included in the figures given below.

The cleaning and maintenance of the new visitor seating will also be the responsibility of the Site Manager and should be included in regular housekeeping cleaning.

9.7 Marble Hill Supporter's Group

The Marble Hill Society has indicated it would be amenable to working towards becoming a Friend's Society. This proposal is currently going through the group's committee stages for final approval.

An independent Friend's organisation managed by its chair and committee, the Friends would work closely with the Audience Development Manager to support Marble Hill through its project phase and into a sustainable, community-led future. It is anticipated by

the end of Year 2 that should the Society approve a move towards becoming a formal Friend's society, the group would join the British Association of Friends of Museums.

It is hoped the Friends would be a source of expertise, fundraisers, sources of occasional volunteering, and continue to be a focus for guide retention and training. They would also have the following remit:

1. to make suggestions to enrich the events programme
2. to be briefed on audience figures
3. to disseminate the work done at Marble Hill to the wider heritage community and network of related Friends' associations.

9.7.1 Marble Hill Steering Group

Targeted at people who use the park and house for sports, walks, dogs walking, recreation and enjoyment, this group meets quarterly. It is used to discuss the changes proposed at Marble Hill but also to become Community Champions to help EH tell the local communities about the plans for the park. It is managed by the Audience Development Manager.

Its agreed purposes are to provide:

- a sounding board for the development of EH proposals for Marble Hill
- an opportunity for users and local residents to identify potential opportunities for Marble Hill (e.g. partnership opportunities)
- an opportunity for users/local residents to raise any on-going issues/concerns pertinent to the day to day operation of Marble Hill
- improved links between EH staff at Marble Hill and local residents/park users
- good communication with the local community

9.8 Training and Volunteering

Management Training and volunteering will be managed at the Marble Hill Site by the Audience Development Manager and the Head Gardener/Volunteer Manager, working closely with with the Marble Hill Volunteer Manager. The ADM and CLC will be supported in their role by the colleges, English Heritage education, landscape and catering departments and by the partners where appropriate.

9.8.1 Trainees

There will be seven trainees who will be managed by partner organisations where appropriate. Agreements are being drawn up and a full training plan is available in the appendices of the Round 2 Activity Plan.

The traineeships are targeted at young people from diverse backgrounds, who live outside of the village of St Margaret's and East Twickenham and who come from low income families.

Horticulture

One two-year traineeship will be managed by the Head Gardener/Volunteer Manager. It will be targeted at horticultural students at Level 2 from a BAME and/ or low income families and will be recruited from Capel Manor College. The horticultural trainee will be learning contemporary and heritage horticultural skills. They will also participate in a new network of historic Thames side gardens, which will be established by the Head Gardener/Volunteer Manager, so that they get varied work experience.

Catering

Two catering trainees will be managed by the café, which will be run by English Heritage. They will learn the skills of catering in a café in a heritage site. Each post will be for 15 months: one will receive a professional diploma in cookery at Level 2 on completion of their time, and the other a Level 2 award in hospitality. The traineeships will be advertised to, and targeted at a BAME candidate or candidate from a low income background. The posts will be in place after the café has been redeveloped.

Early Years

These will be managed by the Marble Hill Play Centre. As a result of the Round 1 application, the Marble Hill Play Centre has received an extension of their lease by ten years. Therefore they will take over the management of the nursery on site.

The Play centre will therefore have the facilities to enable Early Years trainees to deliver learning for under-fives 5s in the One O'clock Club and the nursery with specific responsibility for teaching and exploring the heritage of the Park and House with the children and their families. They will also work with English Heritage's interpretation professionals to develop a hands-on play box reflecting the heritage of Marble Hill. Each traineeship is anticipated to take 17 months. The trainees would be targeted for coming from a BAME and/ or low income family.

Recruitment

The trainees will be recruited from Richmond Upon Thames College, West Thames College and Capel Manor College. The Audience Development Manager will also work to ensure the vacancies are shared at key secondary schools and colleges in Hounslow and Feltham, nearby areas where apprentices fit our targets for recruitment. The project management internship will be recruited through Museumsjobs.com; Leicester University Jobs page, Arts Jobs, the Guardian etc.

9.8.2 Volunteers

A full Volunteer Plan forms an appendix to the Round 2 Activity Plan.

Volunteer roles

Orleans House Gallery volunteers were consulted on these roles in November 2016. The roles and descriptions have been developed based on the research with stakeholders and EH's own experience.

Volunteer Role Descriptions:

Landscape gardeners – to assist the Head Gardener and Volunteer manager in tasks which support the restoration of the historic landscape at Marble Hill: for example, tree planting, scrub clearing.

Walks and talks – a small team of volunteers will research, create, lead and support the walks/talks (possibly receiving more formal training like if training to be Blue Badge guide). The tours might be led as follows: 1 person per tour with 2 tours per week equates to 104 volunteer sessions per year.

Park volunteers – to set up sport facilities and encourage people to use site appropriately (these roles will need to be DBS checked).

Costumed interpreters: dressing as Henrietta Howard and servants. This would happen once weekly, and the volunteers would work in teams of three.

Researching and leading tours: Tour guides for one day a week. A small team of volunteers research, create, lead and support the walks/talks (possibly receiving more formal training like if training to be Blue Badge guide).

Room Explainers Being available in set locations to inform and direct visitors, interpreting the story of Marble Hill on levels appropriate to the visitors.

Engaging dog walkers: This is perceived as a flexible volunteering opportunity; so that where possible volunteers combine it with their own patterns of how/when they walk their dog. Dog walkers would keep an eye on the grounds, notifying rangers of any matters for concern and keeping communication between the dog walking community and the park staff free flowing.

Collections Volunteers: Working alongside the collection conservator, this team will communicate the process of conservation to a wider audience in the house and garden.

Events volunteers: A small group of volunteers will be recruited to support events on an ad hoc basis. The Marble Hill team will work with the broader EH events team to ensure activity is well managed and supported.

Administration Support: A volunteer administration team will be recruited.

Volunteer training

Orleans House Gallery have established a Heritage Hub which links museums and heritage sites in the West London area to offer a programme of skills sharing and practical training opportunities, as part of their 'Transforming Orleans House' HLF project (HG-13-05865). Marble Hill Park and House will participate in this programme, utilising English Heritage's sites and volunteering experience, whilst also gaining from the local experience that Orleans House Gallery and the other organisations in developing and delivering volunteer programmes in West London.

From the roles that have been set out above the following specific training needs have been identified.

- 'Blue Badge' style tour guide training for walks/talks and tour guiding volunteers (or equivalent story-telling training for example).
- Suite of training opportunities for all volunteers in supporting visitors with additional needs e.g. BSL etc. (assuming external provider based on average cost per person £80 but will also look for free community based training).
- Role specific training for costumed volunteers e.g. Story-telling training, estimated £50 per person average cost.

Volunteer appreciation / social

To ensure that the volunteers feel appreciated for the important role they will be carrying out at Marble Hill there will be an on-going programme of appreciation events. These may include:-

- A Summer BBQ social event held at Marble Hill (potentially shared with other Heritage Hub volunteering sites)
- A volunteering hub cricket match celebration - to include staff and volunteer teams from across Heritage Hub partnership, hosted at Marble Hill (possibly as part of above social)
- A Christmas mince pie event held at Marble Hill House (potentially shared with other Heritage Hub volunteering sites)
- A series of volunteer appreciation talks/lectures (in conjunction with Heritage Hub partnership), target 4 per year.

9.9 Events and Hospitality

Marble Hill wishes to run a variety of events and projects that will broaden the audiences that use the site but will also diversify the audiences, specifically through working with partner organisations.

Market Garden activity programme:

It is anticipated that run 13 activity sessions will be run per year from our Market Garden, targeting key audience groups such as young families, BAME groups, activities for disabled visitors and adults with a special interest in the garden, environment and landscape.

Activities will include:

- Wellbeing walks and gardening sessions for people with a range of disabilities
- Planting and outdoor crafts for families and young children
- Ready steady cook with international food using kitchen garden ingredients
- Art picnics to incorporate BAME audiences
- A programme of talks on Marble Hill and environmental issues

Family Activity Programme

Through English Heritage's partnership with Marble Hill Play Centres, MHPC will provide 10 heritage events annually to cater for families at Marble Hill. These events will be arranged using the Play centre and Marble Hill House and Park to maximise the attendees.

These heritage based events using the Play Centre venue, the house and gardens will be planned in collaboration with English Heritage. Examples of events might include a family heritage open morning with free access to the play centre, craft sessions based on the house and gardens, planting sessions etc.

Networking events for women

Using the historic house and story of how Henrietta Howard left an abusive marriage and lived with a disability as back ground for encouraging women to develop their networking and business skills.

Marble Hill will host a series of networking events with 'Inspired Women', a local group of businesswomen who meet to network, share skills and support charities. The group will develop means to share their skills, expertise, support and fund raising. They will work with women from a low income families to mentor them into best practice and support them in the development of their business.

Inclusive Sports and wellbeing hub days

There will be three 'Sports and wellbeing hub days' in years 2 and 3 of Marble Hill Revived: in Summer 2018 and 2019.

They will have a range of opportunities on offer: two disability sports, with coaches and specialist equipment, for example wheelchair tennis or basketball; a well-being walk and a chance to try gardening in the kitchen garden. By using local networks and building it is hoped that an audience will build, and spin-off events, and even clubs, specialising in disability sports, may result.

Young People in partnership with Marble Hill

A group of young people will arrange, programme, market, stage and evaluate a series of unplugged concerts to be held at Marble Hill café.

9.10 Hospitality

Marble Hill House is a unique Hospitality venue for the Twickenham and Richmond area and currently offers an attractive venue for primarily private clients from these locations. As there is limited capability for events in the house the majority of events are focused around wedding celebrations, ceremonies and small drinks receptions. Smaller lunches and dinners can be accommodated in special circumstances.

A designated marquee site for up to 200 guests will increase the Hospitality offer from 2018. These events will focus on wedding receptions, gala dinners and other private and corporate entertaining.

Managing the Hospitality enquiries, showrounds, bookings and administration will require a 0.5 FTE until the annual budget reaches £ 65,000 when it will need to be increased to 1 FTE. This staff member will report to the Hospitality Event Manager for London & East.

10 Action Plan

The table below sets out the Management Plan Action Plan. The plan is set out in accordance with the key issues raised in the management objectives and the Green Flag Review in 2014. The Action Plan also summarises proposals to deliver community participation, training and volunteer involvement, in accordance with the Activity Plan.

Management Objective	Green Flag Award Criteria	Existing Situation and Issues	Action	Lead(s)	Active by date
To conserve, interpret and, where appropriate to the modern day use of the park, restore elements of the early 18 th -century historic layout by Charles Bridgeman and the significant later 18 th - and 19 th - century additions.	A Welcoming Place	Lack of signage and orientation information provided at entrances	Improvements to and increased provision of signage throughout the park forms part of the HLF application	Project Manager and Design Team	2017 onwards
	Conservation and Heritage	Presentation of house and Stable Block	The condition and appearance of the house and stable block will be improved by the HLF application	Project Manager and Design Team	2017 onwards
	Conservation and Heritage	Presentation of Grotto and Ice House	The presentation of the Grotto and Ice House will be improved by HLF application	Project Manager and Design Team	2017 onwards
To maintain the park as a safe, well used and highly valued local park balancing the needs of users of the park with the conservation of the historic landscape	Healthy, Safe and Secure	Dog fouling on sports pitches	Provision of new street furniture including bins is part of the HLF application	Project Manager and Design Team	2017 onwards
	Community Involvement	Poor and unsuitable facilities for those with access needs	Access consultant appointed as part of the HLF application process and all designs will be considered by them and in	Project Manager, Design Team and Audience Development Manager	2017 onwards

Management Objective	Green Flag Award Criteria	Existing Situation and Issues	Action	Lead(s)	Active by date
			consultation with users		
To protect and, where appropriate, strengthen the key views and vistas to, from, and within the park, by mitigating the negative impacts of intrusive elements on the views within and outside the park	Sustainability	Fencing off woodland areas	Woodland areas will no longer be fenced off after the HLF application	Project Manager and Design Team	2018
	Sustainability	Fencing off woodland areas	Woodland areas will no longer be fenced off after the HLF application	Project Manager and Design Team	2018
	Conservation and Heritage	Views to the river have been lost	Restoring the views to the river by removing scrub is included in the HLF application	Project Manager and Design Team	2017 onwards
Through monitoring and regular maintenance enhance the built landscape to a high standard of physical repair and visual quality appropriate to the historic character of the park	A Welcoming Place	Poor condition of road and path surfaces on arrival	Improvements to road and path surfaces forms part of the HLF application	Project Manager and Design Team	2017 onwards
	Healthy, Safe and Secure	Poor condition of street furniture including benches, bins and lighting	Improvements to street furniture form part of the HLF application	Project Manager and Design Team	2017 onwards
	Clean and Well Maintained	Continuation of good quality day to day maintenance	Adhere to Management Prescriptions set out in this MMP	Estates team and Contractor	2016 onwards
	Clean and Well Maintained	Ensure that longer term cyclical repairs are carried out	Adhere to Management Prescriptions set out in this MMP	Estates team and Contractor	2017 onwards
Through ongoing research to understand the archaeological remains	Conservation and Heritage	Accurate restoration of	Ensure that all restoration work is informed by	Project Manager and Design Team	2017 onwards

Management Objective	Green Flag Award Criteria	Existing Situation and Issues	Action	Lead(s)	Active by date
on the site which will be conserved and protected in situ. The potential for disturbance of archaeological remains will be considered in any future subsurface works		historic landscape	research and archaeological investigation		
Provide the best possible solution to the provision, design and location of modern facilities ensuring minimal visual and physical intrusion and site damage to the landscape and built fabric as well as setting and context of the site	Healthy, Safe and Secure	Impact of dog free area in open parkland	Changes to this area including fencing are included in the HLF application	Project Manager and Design Team	2017 onwards
	Healthy, Safe and Secure	Configuration and offer of Stable Block café and visitor facilities	This area will be redesigned as part of the HLF application	Project Manager and Design Team	2018
	Healthy, Safe and Secure	Visual intrusion of the Marble Hill Playcentre structures	Increased screening of this area forms part of the HLF application	Project Manager and Design Team	2017 onwards
	Healthy, Safe and Secure	Uninviting appearance of community garden area	Improved interpretation and signage of this area forms part of the HLF application The support of the Head Gardner/Volunteer Manager will ensure this area becomes a valued and integrated part of Marble Hill	Project Manager and Design Team Head Gardner/Volunteer Manager	2017 onwards 2017 onwards

Management Objective	Green Flag Award Criteria	Existing Situation and Issues	Action	Lead(s)	Active by date
	Conservation and Heritage	Fenced off areas add clutter to the landscape	Many of these will be removed and the rest more sensitively integrated as part of the HLF application	Project Manager and Design Team	2017 onwards
	Conservation and Heritage	Neglected feeling created by disused toilet block	The disused toilet block will be removed as part of the HLF application	Project Manager and Design Team	2018
	Community Involvement	Lack of overarching strategy to determine opportunities for visitor facilities	New masterplan proposals created as part of the HLF application process will address these needs	Project Manager and Design Team	2017 onwards
Enhance the landscape character and biodiversity of the site	Sustainability	Lack of a proactive tree planting strategy	Adhere to Management Prescriptions set out in this MMP	Estates team and Contractor	2017 onwards
	Conservation and Heritage	Lack of diversity in the grassland and wildlife habitats	Improvements to grassland and wildlife habitats are included in the HLF application	Project Manager and Design Team	2017 onwards
Champion the highest standards of environmentally sustainable management	Sustainability	Presentation and explanation of management of mature trees	Improvements to the setting and interpretation of mature trees are included in the HLF application	Project Manager and Design Team	2017 onwards
Minimise, as much as possible, biosecurity threats and risk from plant pests, diseases and invasive plant species	Sustainability	Continue to minimise biosecurity threats	Ensure appropriate English Heritage biosecurity and plant pests, disease and invasive plant species	Head Gardner/Volunteer Manager	2017 onwards

Management Objective	Green Flag Award Criteria	Existing Situation and Issues	Action	Lead(s)	Active by date
			guidelines are followed on site	Estates team and Contractor	
Ensure that the impact of periodic flooding on the landscape of Marble Hill Park is monitored and an appropriate level of action taken to alleviate damage to the park fabric.	Sustainability	Disposal of flood water once it enters the park	A drainage strategy will be proposed in the HLF application	Project Manager and Design Team	2017 onwards
Strengthen the links between Marble Hill House and Marble Hill Park through interpretation, educational activities, events, and physical enhancements to the landscape which forms the setting of the house	A Welcoming Place	Reinforcement of the link between the house and historic landscape	Strengthening links between the house and the park forms a key part of the HLF application, including opening the house free flow five days a week	Project Manager and Design Team	2017 onwards
	Conservation and Heritage	Lack of interpretative material	A new interpretation scheme for the house and landscape will be created through the HLF application	Project Manager and Design Team	2018 onwards
	Marketing	Website information does not reflect the nature of the site	The website will be updated to reflect the project and ongoing changes at Marble Hill	Project Manager and Digital Content Team	2016 onwards
Continue to provide and maintain a range of recreational opportunities in the park in particular for sport use and informal recreational ensuring that these facilities are managed efficiently, are of good quality and have minimal	Healthy, Safe and Secure	Mediocre condition of sports pitches	Improvements to sport pitches form part of the HLF application	Project Manager and Design Team	2017 onwards
	Clean and Well Maintained	Poor maintenance of sport pitches	Adhere to Management Prescriptions set out in this MMP	Estates team and Contractor	2017 onwards

Management Objective	Green Flag Award Criteria	Existing Situation and Issues	Action	Lead(s)	Active by date
visual impact on the landscape.	Conservation and Heritage	Intrusive play and sports facilities detracting from the historic value of the landscape	Improved screening and integration of sports facilities through improved grassland management are included in the HLF application	Project Manager and Design Team	2017 onwards
	Community Involvement	Lack of information on how to get involved with the various facilities on site	Increased information to be provided on welcome signage as part of the HLF application New social media accounts to be created. New website for sports bookings to be created as part of the HLF application	Project Manager and Design Team Site team and Activity Plan Project Manager and Design Team	2017 onwards
Encourage the active involvement of the public in the historic landscape and the ecology of the park through education, volunteering and events	Community Involvement	No education visits on site	New education visits in partnership with Orleans House and Gallery will be created as part of the HLF application	Education visits team and Audience Development Manager	2018 onwards
Manage Marble Hill Park in an open and transparent manner, for and on behalf of its users and visitors and, where appropriate, ensure consultation about major proposals or changes in management with stakeholders	A Welcoming Place	Engagement and availability of Rangers team to the public	Increased staff to be appointed as a result of and as part of HLF application	Site Management Team and Project Manager	2016 onwards
	Community Involvement	No organised user group representing all users of the	New community user group to be formed as part of the project either	Audience Development Manager and	2017 onwards

Management Objective	Green Flag Award Criteria	Existing Situation and Issues	Action	Lead(s)	Active by date
		park	evolving from the existing Marble Hill Society or as a new entity	Activity Plan	
	Community Involvement	No information of partnerships with the park	New orientation panels including this information will provided in the park as part of the HLF application	Project Manager and Design Team	2017 onwards
	Marketing	Lack of public understanding about the significance and facilities at Marble Hill	Use the opportunity of the HLF application to raise public interest and understanding of the park and house through public consultation and events.	Audience Development Manager	2016 onwards
Ensure that all stakeholders are working towards the objectives identified in this plan by engaging relevant groups in the continued development of the landscape	Marketing	No communications strategy for involving the community	New ways of communicating and involving the community will be created as part of the project including lots of volunteering and training opportunities	Audience Development Manager	2017 onwards
Define the capital works and plan budgets required to restore the essential structure and layout of the landscape	Clean and Well Maintained	Lack of horticultural diversity in the landscape	Improvements to horticultural diversity are covered by the HLF application	Project Manager and Design Team	2017 onwards
	Conservation and Heritage	No sense of visiting a Grade II* registered park	The restoration of the lost 18 th century landscape is included in the HLF application	Project Manager and Design Team	2017 onwards

Management Objective	Green Flag Award Criteria	Existing Situation and Issues	Action	Lead(s)	Active by date
	Management	Lack of opportunities on the site to support a more sustainable business plan	New opportunities for revenue generation including catering, events and hospitality have been included as part of the HLF application	Project Manager and Design Team	2017 onwards
Ensure that full records are kept of landscape management and maintenance practices and changes to the landscape including climate change impacts as part of the Conservation Management Plan	Management	Create an up to date Conservation Management Plan for the site	This MMP will be formally adopted by English Heritage		2017 onwards
Review and roll forward the Management and Maintenance Plan every 10 years. A midterm review to be carried out in year 5	Management	Periodically review the Maintenance and Management Plan for the site	This MMP will be reviewed and updated periodically		2017 onwards

II Monitoring and Review

The Maintenance and Management Plan for Marble Hill is intended to be a living, dynamic document. The implementation of the MMP will be led by the Historic Properties London team, supported by the Curatorial team as necessary. A full update of the MMP will be prepared on completion of the Construction Works Programme.

The Action Plan will be reviewed and updated annually and will form the basis for yearly work programmes. This will allow the plan to be flexible and easily adapted to priority changes and opportunities as they arise, for example, through fundraising.

The MMP as a whole will then be subject to a review after 5 years and a full update after 10 years.