

- 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 landscape of the early 18th century.
- Improve landscape setting of grotto.
- Restore the flower garden as shown on the c.1749 plan.
- Restore the palisade cut into an arcade on the oval lawn in front of the villa on the c.1749 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 an extension of the dog-free area near the café to provide an ecology themed play area.
- Improve habitats and biodiversity promote access to nature, particularly in flood zones.
- Create a new pathway along the western edge of the West Meadow

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 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 that 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
<u>Pleasure Grounds</u>	
<u>Carriage Circle</u>	
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	Following the tri-annual tree inspection any work identified for health and safety or good arboricultural reasons should be carried out
<u>Terraces</u>	
Lawns of terraces and oval	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>Avenues</u>	
Lawns of 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 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 c.1749 plan 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 c.1749 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,
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 c.1749 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 late winter (end February) 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
<u>West Meadow</u>	
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
Path	Weed management
<u>East Meadow</u>	
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
<u>All Areas</u>	
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	
Hipped pitched roof with front pediment and small central clocktower, with slated tiles	Annual inspection by MTC contractor - 2 hours
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 MTC contractor
External Glazing – Windows and glazed doors	Monthly clean by specialist to café and all Ground Floor windows. Maintenance, repairs and replacement
Facades – Fair faced brick	No scheduled maintenance anticipated
Brickwork mastic joints	Maintenance, repairs and replacement Assume will last minimum of 10 years
Facades – Ivy growing on fair faced brick	Ivy cut below gutters and from around windows and doors by MTC contractor
Internal finishes – Walls Ceilings and Joinery	Cleaning to walls, ceilings, joinery etc
Floor finishes – Kitchen	Daily cleaning and maintenance of kitchen floor (Catering Team)
Floor finishes – Café and Servery	Daily cleaning and maintenance of Café floor (Catering Team)
Floor Finishes – mats	Cleaning Replacement barrier matting every 2 years (Catering Team)
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	Maintenance
Cleaning of Lighting Installation components	Maintenance
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
<u>Sports Block</u>	
Sanitary Fittings	Covered by existing maintenance schedule
Taps	Covered by existing maintenance schedule
Internal Paint	Local touch up done by rangers / maintenance team;
flooring	Maintenance
Ironmongery	Oiling hinges and basic maintenance undertaken by EH maintenance staff
Ramp	Inspect and clean
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 11 no. gates	Occasional painting
(11 gates)	Gate hinges and locking mechanisms to be checked and serviced
	Regular safety inspections
<u>Black Walnut</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>	
Bee hive interpretative play	Routine inspections to ensure furniture is maintained in a safe condition
<u>Oval Palisade</u>	
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 and surfacing	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 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 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.

9.8.1 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 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.