

## Appendix 1 Current masterplan



### Key to proposed works

1. Existing park entrances: retain existing sign boards and improve interpretation signage.
2. Existing path upgrades: upgrade paths to support shared use for cycling and walking and provide access for all where possible.
3. Additional parkland path network.
4. Parkland restoration and historic view management: native tree planting, restoration of 18th century parkland landscaping as setting to south of the Mansion House.
5. Beckenham Place Mansion: landscape setting to be restored with existing main car park returned to grass.
6. Proposed new car park: opposite the Homesteads buildings.
7. Southend Lodge and depot: likely to be conserved with depot to be upgraded.

8. Tennis court and kitchen/formal gardens: existing poor quality tennis courts removed and area restored to walled kitchen garden. Formal gardens restored.
9. The Homesteads: restore the stable block and 18th century courtyard, to create a new activity hub including café, toilets and an environmental education centre.
10. Restored pleasure grounds and with play facilities.
11. Restored 18th century lake and willow carr/wet woodland habitat with boardwalks.
12. Existing park storage/depot area: cleared and restored to parkland.
13. Ash plantation: extensive tree management with clearance and appropriate planting (species to be determined).
14. Possible BMX tracks.
15. Elements of adventure play: along areas of redirected river course.
16. Old Bromley Road playground: replace, relocate and enhance.
17. Skatepark – new provision to be confirmed.
18. Old Bromley Road car park: reduce footprint, improve surfacing and screen planting.
19. Old Bromley Road: new kiosk/WC block.

A: Environment Agency River Ravensbourne project: flood alleviation measures providing new landscaped protective earth banking, new paths, timber boardwalks and river crossings and a wetland reed bed area.

## Appendix 2

Invitees to the 2014 consultation to explore the extent to which local people supported continuation of golfing on the site:

Wide Horizons	BPP Dog Walkers
Downham Community Project	Downham and Whitefoot
London Play	Interagency
SE London Green Chain Walk	Goldsmiths Community
Lewisham Cyclists	Association
Sustrans	London Wildlife Trust
Age Exchange	Ravensbourne Valley
Heart n Soul	Preservation Society
Lewisham Young Women's	Glendale
Resource Project	Soroptimist International
Downham Health & Leisure	Beckenham & Downham
Centre	Millwall Community Association
Magpie Dance	Ten-em-bee
Lewisham & Greenwich Healthy	Southend Village Action Groups
Walks initiative	Catford and Southend Resident
Thames 21	Association
Representative from Bromley	West Beckenham Resident
Council Parks team	Association
Lewisham Youth Service	Grove Park Community Group
Young Mayor's Advisers	Beckenham Running Club
Greenwich & Lewisham Young	SGI Buddhist Faith Group
People's Theatre	Seventh Adventist Church
LEAN	Kings Church (Downham)
Conisborough College	St John The Baptist Church
Sedgehill School	Teatro Vivo
Pre-school Learning Alliance	Lewisham Local History Society
Phoenix Community Housing	Lewisham Resident Associations
Beckenham Place Park Working	Rushey Green Time Bank
Group	Local Assembly Coordinators
Friends of Beckenham Place Park	Lewisham Councillors (local
Friends of Woodland Walk	wards)
Braeside Golf Club	Local MP

The various groups were invited to different events held at the following locations:

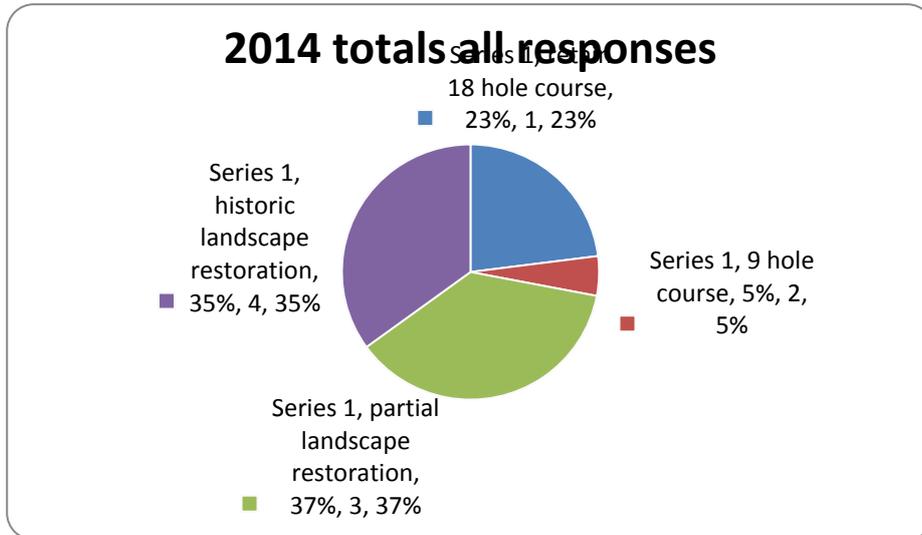
The Green Man x 2 full days  
Downham Health and Lifestyles Centre  
Downham Assembly

Whitefoot Assembly  
Mayors Young Advisers  
Youth Employment Network

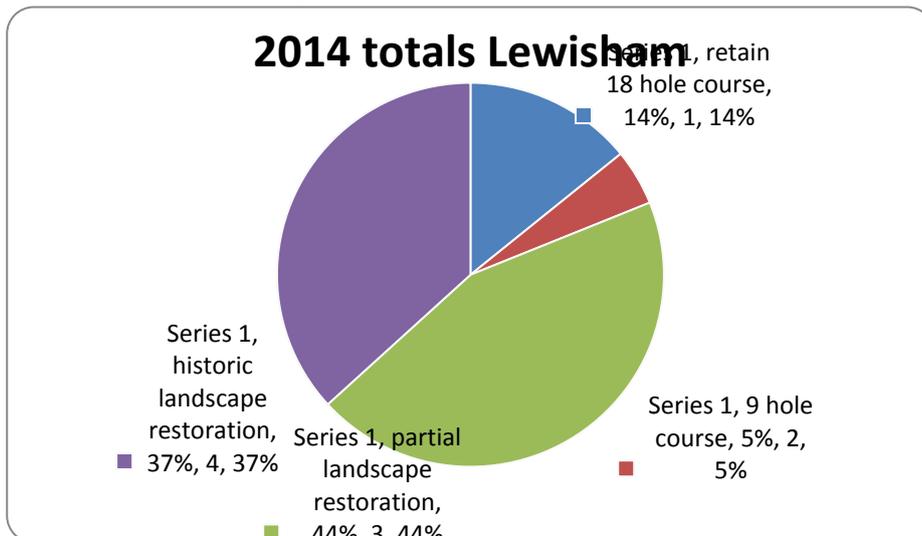
Council officers spoke to around 300 people in total with about 175 people completing the questionnaire

## Appendix 3 - Summary of 2014 Consultation on change at Beckenham Place Park

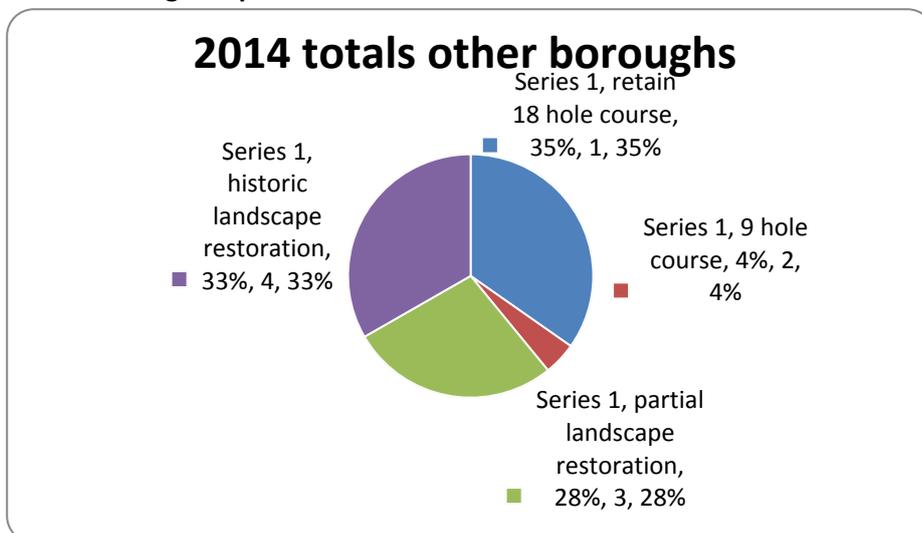
### All respondents/all boroughs



### Lewisham residents only



### Out of borough responses



16% of total respondents were golfers, compared to 10% adults playing golf nationally

## Appendix 4

### Outcomes required by the Heritage Lottery fund for Parks for People projects



**Parks for People**  
Grants from \$100,000 to \$5million

Application guidance

#### The difference we want to make

We describe the difference we want to make to heritage, people and communities through a set of outcomes. These are drawn directly from our research into what projects have actually delivered.

Your project will need to contribute towards the ten outcomes listed here. We will consider the quality of the outcomes that your project will achieve and anticipate that you will contribute to some more than others.

We describe the outcomes we value the most as 'weighted' outcomes.

We provide detailed descriptions of these outcomes in **Section four: Project outcomes** in **Part four: Application form help notes**. These tell you what changes we want to bring about with our funding, and include some suggestions of how you can measure them.

#### Outcomes for heritage: Weighted

With our investment, heritage will be:

- better managed 
- in better condition
- better interpreted and explained
- identified/recorded

#### Outcomes for people:

With our investment, people will have:

- developed skills 
- learnt about heritage
- volunteered time

#### Outcomes for communities:

With our investment:

- your local area/community will be a better place to live, work or visit 
- negative environmental impacts will be reduced
- more people and a wider range of people will have engaged with heritage.

## Appendix 5

### Golf courses within half an hour's drive of Beckenham Place Park

Course	No. of miles away	Type of course	Approx time taken to drive there from BPP	Visitors allowed?	Standard price for visitors (not twilight rates)
Shortlands golf club	2.5	10 holes	10 minutes	With member or as part of a society only	Not advertised
Langley Park golf club	3.4	18 holes	12 minutes	Weekdays only	£60
Sundridge Park golf club	4	Two 18-hole courses	15 minutes	Weekdays only	From £45
Dulwich and Sydenham Hill golf club	5	18 holes	20 minutes	Weekdays only	From £40
Bromley golf centre	5	9 holes	15 minutes	Yes – public course	£20 for 18 holes
Shirley Park golf club	5	18 holes	19 minutes	Yes	From £25
The Addington	5.5	18 holes	19 minutes	Yes	From £60
Royal Blackheath golf club	6	18 holes	25 minutes	Weekdays only	From £40
Eltham Warren golf club	6.5	9 holes	25 minutes	Weekdays only	From £20
Addington Court Golf Centre	7	2 x 18-hole, 1 9-hole	20 minutes	Yes	From £15 for 18 holes
Addington Palace	7	18 holes	22 minutes	Yes	From £55
Shooters Hill golf club	8	18 holes	30 minutes	Yes	From £35
Selsdon Park	8.5 miles	18 holes	26 minutes	Yes	From £20
Orpington Golf Centre	8.7	2 x 18-hole, 1 x 9-hole	26 minutes	Yes	£24 for 18 holes
West Kent golf club, Downe	9.5	18 holes	30 minutes	Weekdays only	From £55
High Elms golf course	9	18 holes	25 minutes	Yes - public course	From £24
Chelsfield Lakes	10	18-hole and 9-hole	30 minutes	Yes	From £25 for 18 holes
Broke Hill golf club	10.5	18 holes	30 minutes	Yes	From £25

For comparison, Beckenham Place Park golf course green fees start from £20 for adults.

## Appendix 6

### Questions posed by the 'Save Beckenham 18' campaign, prior to Scrutiny Committee, January 2016

- 1) *Given that it is possible to achieve nearly all the elements Lewisham Council wants for Beckenham Place Park with the golf course in place, and given that at the Beckenham Place Park Working Party meeting in May 2015 John Thompson of Greenscene stated that maintenance costs for the park are largely staff, and that he did not anticipate any reduction in staff if the golf course closes, would officers explain how losing golf income improves Lewisham Council's financial situation and identify what replacement income streams are envisaged. (This detail is required by Heritage Lottery Fund by end of April 2016 so it should be readily available.)*

Use of the golf course has declined by 60% over the last 20 years and deriving a positive revenue stream from the remaining users has proved difficult. In 2010 the Council invited competitive tenders from golf providers for the management and maintenance of the golf course including restoration of the Homesteads. Only one provider of the 5 invited submitted a bid and that proposal subsequently proved unaffordable.

In the absence of a viable management, maintenance and investment package an interim contract was agreed with Glendale Golf, which involved transferring elements of course and catering management to them (including staff under TUPE and building costs) together with course income, in return for a fixed fee to the Council. This transfer of certain staff & building costs together with the risk on the level of income allowed the Council to achieve a modest level of investment in the course and café offer whilst achieving greater certainty on income and expenditure for the parks service, whose budgets were under pressure.

The income the Council receives under the contract is far lower than the cost of maintaining and managing the course. If the course were to close then the significant staff time spent on its maintenance could be used to manage the east side of the park which would yield a saving in the Glendale parks contract. In addition specialist equipment for maintaining the course would no longer need to be hired or purchased, yielding further savings.

Council officers envisage generating future revenues primarily through letting buildings within the park – the homesteads, the 'cottages' within the eighteenth century courtyard, the Foxgrove Club and eventually the mansion. Further income may also be generated through holding events in the park, or through commercial operation of outdoor activities such as kayaking or high ropes. The 'Round 2' submission will model this alternative income and be submitted to the HLF in August 2016.

Access to capital funding as a result of opening up the park for greater use is the primary benefit resulting from the change. The £4.9 million funding awarded is the equivalent of 76 years income from the current golf arrangements and offers an opportunity to restore and repurpose the listed buildings. The vision for the park also creates the foundation for a further bid for funds to restore the mansion, which is likely to cost a further £3-4 million.

- 2) *In the event that the scheme currently proposed by the Regeneration Department were to be approved, what is the detailed breakdown of income per annum that will be delivered by the intended "improvements" and what is the corresponding annual cost anticipated for maintenance of the park?*

The likely level of income per year has yet to be fully modelled, as it is dependent on a range of factors.

The maintenance cost of the park cannot be defined until the designs for the park have progressed further.

A ten year management and maintenance plan, forecasting both income and costs is required by the HLF as part of the Round 2 submission, to demonstrate how improvement will be sustained. This will be prepared in line with the final design ready for submission in August 2016.

- 3) *Based upon the Council's own (disputed as low) golf course usage figures, the golfing community is currently paying approximately £350,000 per annum to Glendale to use the golf course in Beckenham Place Park (plus café income from golfers.) Noting that the Council pay the maintenance costs could someone please explain why such a disadvantageous sub-contract with the golf course and café operator (Glendale) has been negotiated and why no steps are being taken to openly compete this service provision, even though suitably qualified service providers are currently expressing interest in delivering a mutually financially advantageous arrangement. There is established precedent for this approach in other London Boroughs.*

The golf course generates significantly lower income than £350,000. Historically, people making use of Beckenham Place Park's golf course have had a tendency to seek out the better value green fee offers and to pursue membership offers which reduce the costs to regular players.

The current Glendale contract was put in place in 2012, following two harsh winters, which led to a low in the number of rounds played each year (16,500), as an interim measure whilst regeneration plans for the park were developed. The Council wished to transfer risk to the golf operator, to enable certainty in financial planning and ensure appropriate maintenance of the park in the meantime. The following three tables show how much the golf course was losing individually, then in combination with the café. The final table shows the lower level of loss incurred under the less risky interim management arrangements designed to allow better budgeting for the parks service.

**Golf costs versus income 2011/12 (the last full financial year prior to the 3 year contract with Glendale)**

	£
Staff costs attributed to golf	171,940
Greens and tees mowers	18,390
Liquid fuel pertaining to golf	1,805
Business rates	19,000
Irrigation for the course	15,746
Grounds maintenance items for the course (eg topsoil, turf, dressings, herbicide etc)	28,819
Equipment, furniture and materials	8,509
Glendale management fee	120,826
<b>Total cost of golf course to Council</b>	<b>385,035</b>
Income from green fees	<b>178,375</b>
<b>Net cost to council of golf operation</b>	<b>-£206,660</b>

**Golf costs versus income 2015/16 projection (under interim management arrangements)**

	£
Staff costs attributed to golf	157,879
Greens and tees mowers	11,960
Liquid fuel pertaining to golf	1,120
Business rates	19,000
Irrigation for the course	10000
Grounds maintenance items for the course (eg topsoil, turf, dressings, herbicide etc)	5,000
Equipment, furniture and materials	13,951
<b>Total cost of golf course to Council</b>	<b>218,910</b>
Income from golf operator	70,000
<b>Net cost to council of golf operation</b>	<b>-£148,910.00</b>

On golf alone the change in management arrangements reduces the subsidy by £57,750 per annum (or roughly a 28%) saving to the Council resulting from the change.

The next table shows the effect of the café which is also bound up in the changed management arrangements.

**Golf and café costs versus income 2011/12 (the last full financial year prior to the 3 year contract with Glendale)**

	£
Staff costs attributed to golf	171,940
Greens and tees mowers	18,390
Liquid fuel pertaining to golf	1,805
Business rates	19,000
Irrigation for the course	15,746
Grounds maintenance items for the course (eg topsoil, turf, dressings, herbicide etc)	28,819
Equipment, furniture and materials	8,509
Glendale management fee	120,826
Café staff costs (excluding management overheads)	51,429
Café supplies	25,542
Premises cost ( a notional charge linked to the sum Glendale agreed to pay under the contract)	6,000
<b>Total cost of golf course and cafe to Council</b>	<b>468,006</b>
Income from green fees	178,375
Income from café	36,327
<b>Total income from golf and cafe</b>	<b>214,702</b>
<b>Net cost to council of golf and café operation</b>	<b>£-253,304</b>

NB. even with only a notional premises cost and no management overheads included in the café costs, the outgoings (£82,971) far outweigh the income of £36,327 making a loss of £46,644 in the 2011/12 financial year.

The saving to the Council from this alternative arrangement is in the region of £100k p.a. and over the 4 years of interim management the change is likely to have saved the parks service in the region of £400,000.

As explained in the answer to 1) above, the Council's last attempt to contract out golf management and maintenance and achieve the necessary investment in the listed buildings yielded very little interest and the only tender received was subsequently discovered to be unaffordable. Since this time the condition of the listed stable has declined dramatically following an arson attack on the building in 2011 and the challenge of achieving the necessary investment has increased considerably.

The Council is also looking to secure investment for the park and the listed buildings within it. As golf inhibits the ability to access core funding from organisations like the HLF we would expect any commercial golf partners to bring the necessary investment. Our previous

unsuccessful attempts at marketing the opportunity attempting to raise only a modest amount of capital investment proved completely unaffordable.

Whilst it may be possible to negotiate a more financially advantageous contract with an alternative operator, it should be noted that:

- Golf is in decline nationally, and there are 18 courses within half an hour's drive of Beckenham Place Park
- Many Councils have had to shut down golf courses or reduce their subsidy in the last two years: Lewisham is not the only local authority to spend more than it receives in income on its golf course and to be faced with a decision on what to do about it. Unlike other Council's in the same position Lewisham has a £4.9 million grant on offer to invest in improvements following closure of the course.
- Any income which could be gained from the course will be at risk of poor weather and further decline in the popularity of the sport

Officers believe that there are more resilient sources of income that could be achieved from the park and its buildings than that offered by golf. These alternative sources of income are not burdened with such significant maintenance costs and represent a lower risk to tightly stretched park budgets.

- 4) Which elements of the "new" user community will contribute to the running costs and what is the additional annual cost?

As with almost all parks there is no plan to charge the users for the enjoyment of the space. If they decide to utilise the new café, then through their patronage they will be supporting the rental income the Council receives from the café operator. In time, as other buildings are restored, they will find new occupiers and it is stable income from these occupiers which will support the park's running costs.

- 5) Given that the Heritage Lottery Fund case paper to its Trustees (based on Lewisham Council's application form) says that there will be a "Sporting programme in partnership with Greenwich Tritons Triathlon Club" could the Officers explain:-

- How that partnership will work; what those sports will be?

- How the niche and expensive sport of Triathlon will be more accessible to local residents than the public golf course?

- What new sports introduced into the park will provide a positive revenue stream and which elements will incur net cost?

- What is the projected financial contribution of Greenwich Tritons towards maintenance of the lake to a high enough standard to accommodate the Triathlon discipline of swimming and have Greenwich Tritons endorsed this prediction?

- Have the costs of the onerous ongoing health and safety obligations of introducing a lake into the park been included in the annual maintenance costs?

Our aim is to enable a range of sporting activities and for most of these to be free for visitors to enjoy. Most activities like walking, cycling and running incur little or no extra cost to the Council, so unlike golf there is no need to seek payment to cover costs. Activities under consideration include:

- Family cycling/mountain bike elements
- Kayaking and topper sailing for children (with Wide Horizons)
- Orienteering, low and high ropes
- New running and walking routes including weekly Park Run
- Exploring the possibility of open water swimming

Some of these activities may generate modest income but without significant maintenance costs. The cost of the lake will be factored into the costs for the park.

6) Given that the new “masterplan” for the park shows a large events space in the west to be spread over half a dozen holes of the golf course, and given that there is no viable access for deliveries of equipment for events to that space (the Mansion House has to be kept clear of vehicles in keeping with its 18C setting), and given that the same problem applies to parking for large numbers of extra visitors, can officers explain:-

- How realistic is it to have an events space there?
- Who has expressed interest in hiring that space?
- What is the detailed breakdown of anticipated income per annum of the currently proposed events scheme and what is the corresponding annual cost anticipated? (HLF require a 10 year plan for all costings.)
- Have those who have expressed an interest in hiring the events space endorsed the costings?
- There may be a bund created in the east of the park as part of the Flood Alleviation Scheme which would lend itself to a natural amphitheatre and there is easy vehicular access, so why is the focus of this aspect of the current scheme in the western part of the Park? (The FAS is expected to come into play only once in every 65 years.)

A variety of events could take place in the park and different settings could be used depending on the nature of the event and its particular requirements. Factors like access for setting up and clearing at the end of an event will be considered as part of the planning for each event. As work to the park is some years from completion we have not yet marketed the park for events but two events managers have approached the Council with an interest in developing proposals which they feel will be successful. The Council has experience of managing spaces for events successfully and will bring this to bear when the scheme is completed.

The management and maintenance plan will outline any assumptions made about events income and expenditure and will be prepared for submission with the Stage 2 bid to the HLF.

7) Given that the HLF case paper says there will be a "Learning programme to include Forest Schools in partnership with Wide Horizons, and more informal activities such as nature walks and pond dipping, and given that Wide Horizons brought 150 children from Tower Hamlets

into the park on 2 July 2015 for a field study and coexisted with the golf course, and given that the park is 237 acres and the golf course only takes up 90 acres, would officers explain:-

- Why the golf course has to make way for Wide Horizons when both communities could easily co-exist?

- What income from Wide Horizons has been assumed and have Wide Horizons endorsed this prediction?

Some environmental education can and does take place around the golf course. However, local schools in the survey we have undertaken identified several barriers to using the park for environmental education currently, these include:

- **No facilities in case of bad weather, no indoor learning space, nowhere to eat lunch.** However, the HLF scheme enables restoration of the 18<sup>th</sup> Century stable block offering a fantastic base for schools activities as well as a new café and toilets for the general public
- **Lack of clear communication, learning resources and experienced people to lead outdoor activities.** However, the HLF scheme will enable Wide Horizons to provide a new learning base for local schools to benefit from outdoor education and teambuilding activities. It will be staffed by experienced outdoor learning co-ordinators with the necessary resources to make this a practical and cost effective way to bring the curriculum to life for local children.

The golf course does not have to make way for environmental education but its dominance of space does inhibit use of a large area around the visitor hub for education or other uses.

The Council does not expect to generate income from the provision of environmental education and our focus is primarily on creating a sustainable resource for local schools and children to enrich their education.

8) The HLF case paper refers to volunteer programmes and apprenticeships, would officers please explain why this cannot be achieved with the golf course in place?

The proposed apprenticeship programmes are supported by HLF funding and whilst it is possible to deliver apprenticeships with the golf course in place it is unlikely that HLF funding would be forthcoming if the course remained open, as it inhibits use by the wider public.

9) Would officers explain why:-

- They terminated the processing of the tender bid from Beckenham Place Community Trust to lease the Mansion House and restore it to community use whilst accommodating the operation of the golf course (and which would likely to have been achieved by now) and has the council developed its own plan to renovate the Mansion House?

The Council decided to attempt to develop a holistic vision for the park, which would resolve the issues with the park and buildings, rather than attempting to restore the mansion alone.

We have now secured funding for the restoration of 3 out of the 4 listed buildings in the park. We have also been participating in the HLF's mansions working group, which shares best practice from completed projects to support the development of new proposals for buildings that they would like to

see restored and repurposed. The HLF have indicated their desire to see a proposal for the restoration of the mansion in due course and we will tackle this next phase as the project progresses.

## Appendix 7

### Timeline

2002-3	38,500 rounds a year £350,000 income
2009-10	21,800 rounds Overspending park budget due to loss of golf income Mayer and Cabinet contracts allocated additional £140k pa towards Beckenham Place Park (from other parks contractual savings)
2010-11	5 companies invited for the management and maintenance of parkland and golf course to include investment to restore the homesteads cottages and outbuildings. One tender returned. Unaffordable
2011-12	May – negotiations to vary golf course maintenance into existing parks contract. Unaffordable. 21,000 rounds played Park budget overspent by £31,000
2012-13	Council considers other possibilities to mitigate risk of fluctuating and declining golf income 16,500 rounds played, £149k golf income Park budget overspent by £130k
Jan 2013	Glendale Golf signed existing interim arrangement
Nov 2015	Interim arrangement extended for one year to end Dec 2016 (or earlier by agreement)

**Appendix 8**

**Movement & usage survey (available as separate PDF)**