



Please ask for: Nick Peeters  
Direct Dial: (01892) 554204  
E-mail: [nick.peeters@tunbridgewells.gov.uk](mailto:nick.peeters@tunbridgewells.gov.uk)  
Reference:  
Date: 10 January 2019

Dear All

## **COMMUNITIES CABINET ADVISORY BOARD - THURSDAY, 17TH JANUARY, 2019**

I am now able to enclose, for consideration at next Thursday's, 17th January, 2019 meeting of the Communities Cabinet Advisory Board, the following appendix that was unavailable when the agenda was printed.

### **Agenda Item 6, Appendix A - Calverley Grounds Strategic Management Plan (Pages 3 - 46)**

Kind regards,

Nick Peeters  
Scrutiny and Engagement Officer  
[nick.peeters@tunbridgewells.gov.uk](mailto:nick.peeters@tunbridgewells.gov.uk)

Encs

This page is intentionally left blank



# CALVERLEY GROUNDS : STRATEGIC MANAGEMENT PLAN



Page 3

2019 -2029

FINAL DRAFT  
6 December 2018

Agenda Item 6





**DOCUMENT CONTROL**

Document title:  
Calverley Grounds Strategic Management Plan 2019-2029  
Ref: 629\_001  
Date: 7th December 2018  
Revision: G  
Status: FINAL DRAFT

Prepared by Marc Tomes CMLI with strategic review by Peter Neal FLI  
Reviewed by TWBC Parks and Sports Team Leader





## Contents and structure of this Strategic Management Plan

This SMP is structured around seven parts.

### Part One – Context and current management arrangements

Describes the project context, structure of the report and its intent. It summarises the historical context, policy context and current management to the Grounds.

### Part Two – The Grounds today

Appraises the key aspects of the Grounds and the condition of its various parts. It summarises the current use of the Grounds and what the users think of it.

### Part Three – Significance and character areas

This section provides a statement of significance and describes the existing character of areas across the Grounds.

### Part Four – Vision, management objective and policies

Summarises the key findings from the consultation and engagement process and describes what this means for potential enhancements to the Grounds. This section also describes the emerging general themes and management policies that need to be in place for enhancing and maintaining the Grounds over the next 10 years.

### Part Five – Short-term management strategy - during the Calverley Square development

This section provides an indication of essential strategic and specific management during construction of the Calverley Square project. It also provides strategic direction for management for the rest of the Grounds outside of the Calverley Square project area.

### Part Six – Long-term management strategies

Provides the long term vision, the landscape strategy, management aims and objectives. It provides the detail on future roles and responsibilities. This section articulates the guiding policies for each of the themes for enhancement.

### Part Seven – Implementation action plan

Provides the action plans to implement the short, medium and long term strategies.

### Appendix

- Condition reports
- Summary of engagement and consultation

## The Vision:

*“Calverley Grounds is recognised as the civic heart of Tunbridge Wells and an exemplar town park within Kent.*

*It will be a chosen destination for residents, visitors and tourists who value the park for its distinctive heritage, dramatic landscape, biodiversity and wide variety of recreational facilities and activities.*

*Its qualities and facilities will appeal to all ages and make a significant contribution to the health, well-being and happiness of everyone who visits”.*



# Part one

## Context and current management arrangements

### Introduction.

Calverley Grounds (The Grounds) is a much loved refined landscaped park found right in the centre of Royal Tunbridge Wells. This important cultural and environmental landmark provides 6.27 hectares of green space with formal and informal areas set within a distinctive landscaped valley.

The Grounds form part of a Grade II listed registered park and garden providing a range of opportunities for sport and relaxation. The principal uses surrounding The Grounds are residential housing and a busy shopping area. The Grounds are owned and managed by Tunbridge Wells Borough Council (TWBC).

TWBC is currently working on plans to develop the Western boundary of The Grounds comprising of new offices, underground car park, public square and theatre. The civic development (named Calverley Square) will create a new edge to The Grounds, linking it to Mount Pleasant Road and is intended to complement Calverley Park and Grounds historic origin. The proposals for Calverley Square was granted planning permission in May 2018.

The current 5 year Management Plan prepared by TWBC in 2013 ends in 2018. The Grounds have experienced change within this period with the introduction of the new Adventure Playground and investment in refurbishing the existing Bowl Pavilion building.

Considering these recent changes and the anticipated changes through the Calverley Square project, TWBC engaged Allen Scott Ltd to work with them and other stakeholders to prepare this Strategic Management Plan (SMP). The intent is to have the SMP in place by 2019, ahead of the construction of the Calverley Square project.

### This SMP provides:

- A vision for Calverley Grounds
- Strategic management objectives
- Strategic management policies
- Short-term management strategies
- Long-term management strategies
- Action Plans



The SMP is intended to cover a 10 year period from 2019 to 2029. It provides a strategic framework to guide management decisions and support opportunities to work in collaboration through partnerships with a variety of stakeholders and secure additional sources external funding.

This SMP is intended to be used by those who are involved in the ongoing management of Calverley Grounds. The SMP has been prepared in close consultation with Councillors and officers within TWBC, The Friends of Calverley Grounds, Calverley Cafe operator, Calverley Park Residents Association, Calverley Crescent and Calverley Park Trust, RTW Civic Society, RTW Town Forum, RTW Together and Sodexo.

This SMP was prepared following planning permission being granted for the proposed Calverley Square Project, but before the detail design, the discharge of planning conditions and the commencement of construction. It is anticipated that this SMP will be in place when the Calverley Square Project construction commences and therefore covers strategic management pre-construction, during the construction phase and post-completion of the Calverley Square Project. It is envisaged that this SMP will be used to help discharge part of Condition 29 in relation to the Calverley Square project.

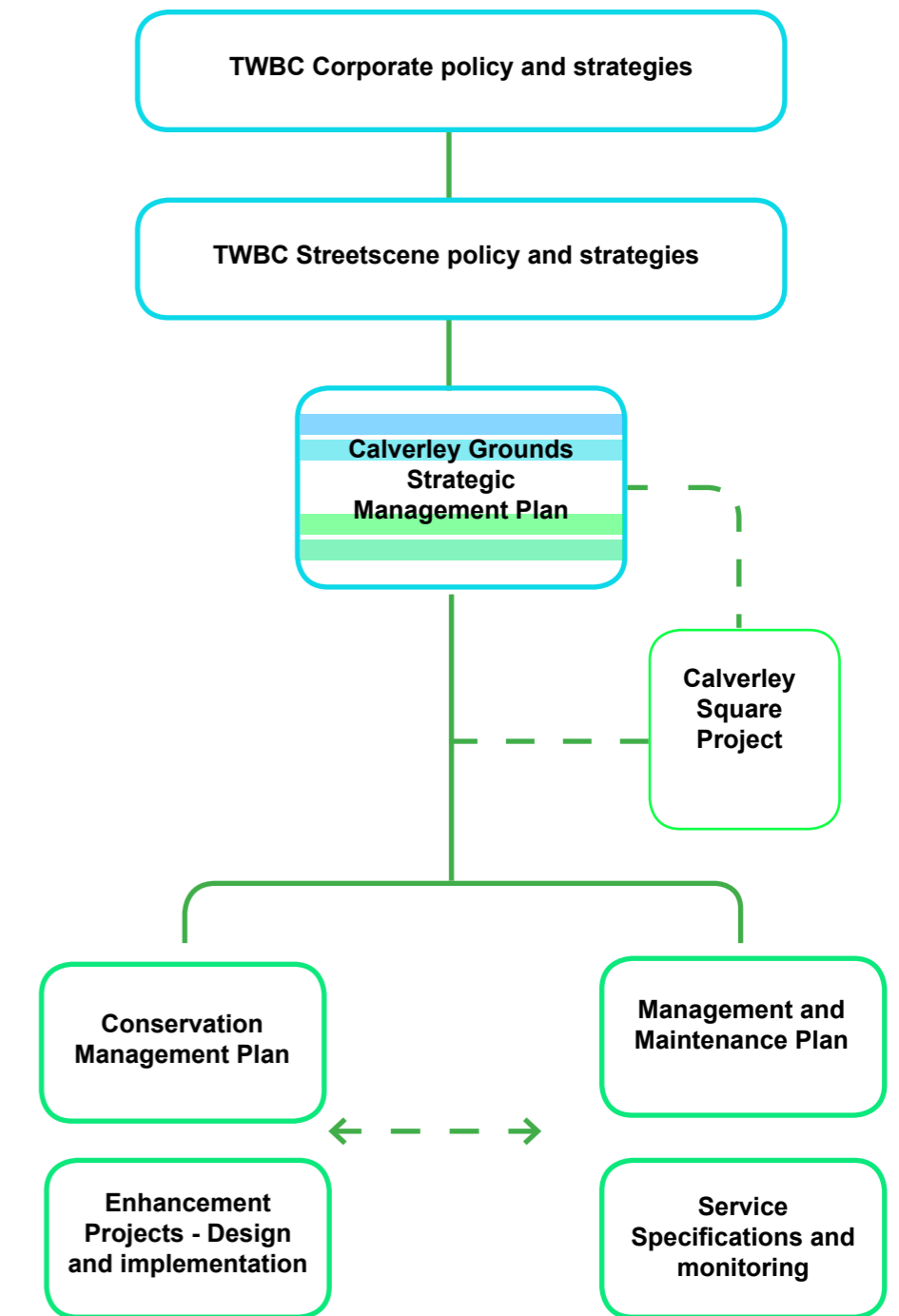
This SMP is not a Management and Maintenance Plan (MMP) or a Conservation Management Plan (CMP) for the Grounds. It sits above these plans and provides strategic direction to each. It is envisaged that both a MMP and CMP be updated within the first year of this SMP being adopted. These plans will include the potential detail from the Calverley Square Civic Development Project

Calverley Grounds is currently managed by TWBC's Streetscene, Parks and Open Space team.

TWBC's Assembly Hall team run and managed the Ice skating event in the Grounds. Events run by others are managed through the TWBC's Streetscene Parks and Open Space team.

Development projects such as the Calverley Square Project is led and managed by TWBC's Property Estates team.

### Where this report fits within TWBC:



*This SMP and its relationship with other policies and plans*



## Historical Context

There is much written about the historical context to the Grounds. This report does not intend to repeat all of it. For reference the following extracts have been summarised below:

*What is now Calverley Grounds began its historical existence as the park (enlarged in 1819) attached to Mount Pleasant House, originally built by Lord Egmont around 1762. In 1825 wealthy developer John Ward bought the house and land as part of his Calverley Estate, on which his architect Decimus Burton was to create a new town to rival the old village centred on the Pantiles. The Duchess of Kent and Princess Victoria rented the house as holiday accommodation for their visits in 1826-8 and 1834.*

*Calverley Park was first laid out by Decimus Burton between 1828 and 1840. Notable as an early 'garden suburb' it is a unified scheme of villas, terrace residences and hotel overlooking a bowl shaped slope to Trinity Church. The area was divided by a stone Ha-Ha separating the ornamental grounds from the lower lying pasture area. The Ha-Ha remains today separating the private Calverley Park from the public Calverley Grounds.*

*The ground, originally meadowland with a lake at its lowest point, was purchased by the Borough Council in 1921 and the name of Calverley Grounds agreed. The Grounds developed over the next five to six years with Tennis courts (1921), a bowling green (1923), bowls pavilion and tea house (1924), putting and miniature golf and the terraces and gardens were also laid out (1924 – 1926). Much of the work was carried out by labour paid from the Mayors unemployment fund.*

*The bandstand and pavilion were opened in 1926, but the bandstand was damaged and the pavilion destroyed by an incendiary bomb in 1940. The Civic Association's detailed and ambitious scheme for post-war development, commissioned by the Council in 1942 and published in 1945, presented plans for an elegant amphitheatre, its stage backed by a new pavilion; on the other side of the pavilion would have been a 'pond garden', reintroducing the lost water feature of the nineteenth century park. Unfortunately, no one had anticipated the severe and long-lasting financial constraints of the post-war period. Despite the availability of funding from the War Damage Commission, plans for a new pavilion and bandstand were repeatedly postponed and finally abandoned altogether in 1959.*

*Subsequent events have included the removal and sale in 1966 of the attractive original lamp posts, disused for some years, and the theft of the Burmese bell in 1965 and its equally mysterious return to the site in the following year. In 1969 its guardian figures were replaced by similar ones spotted in a local antique shop. More recently, the bell was removed to the safety of the Town Hall, due to deterioration caused by vandalism and exposure to the weather. The tea-house was burned down in 1997, and replaced by a virtual replica in the following year. The bandstand was removed in 2009.*

*Today the Grounds are landscaped gardens with open grass areas and several formal planting schemes. Some original features are still visible including the bowls pavilion along with the Ha-Ha on the Calverley Park boundary. The outline of the original pavilion can still be seen in what is now the performance area.*

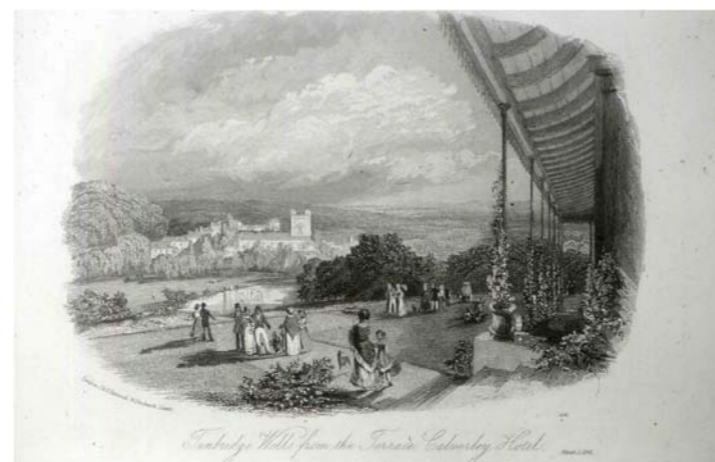
Further information on the history of Caverley Grounds and its context can be found in the information links and references within the appendix.



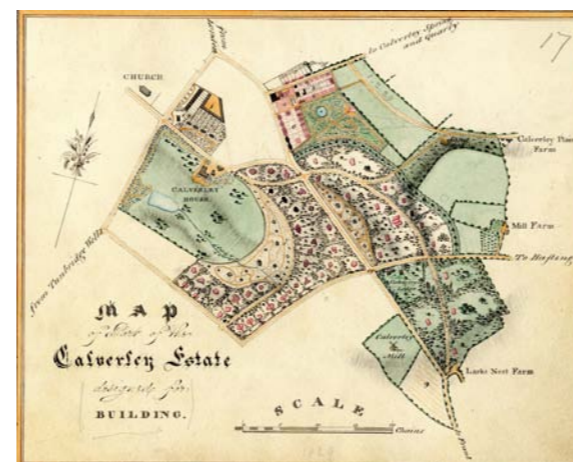
Source Calverley Square Project RIBA Stage 3 report.



Tunbridge Wells plan 1839. Source TWBC



Calverley Grounds from Mount Pleasant House terrace 1841. Source TWBC



Calverley Estate plan 1928. Source TWBC



Calverley Grounds 1950s. Source TWBC



## Policy Context

Historic England Register:

Calverley Grounds is listed on the Historic England Register (Reference GD1181 Grade II) and on the Kent Gardens Compendium (Reference 36 Grade 1/2). There are no public rights of way through the park.

Local Designations:

Calverley Grounds is situated within the Tunbridge Wells conservation area (EN4/5) and is exclusively owned by Tunbridge Wells Borough Council being purchased from Calverley Hotel Company Limited in 1921.

There are no designated tree preservation orders in place on account of the fact the local authority, which has clear policies to protect the environment, manages the park and as such no further protection is required. Any proposed felling or removal of trees require the approval of TWBC Tree Officer.

The Grounds are covered by a list of 22 byelaws made under Section 164 of the Public Health Act, 1875, and under Sections 12 and 15 of the Open Spaces Act 1906 by the Tunbridge Wells Borough Council with respect to the Pleasure Grounds in Tunbridge Wells.

Emerging Local Plan:

Tunbridge Wells Borough Council has commenced work on preparing a new Local Plan that will guide future development in the borough up to 2033. This new Local Plan is due to be complete and submitted in December 2019. The new Local Plan will replace the existing Local Plan 2006, Core Strategy and associated Development Plan Documents (DPDs).

As part of informing the emerging local plan, the following relevant evidence based studies and strategies have been prepared:

- Open Space Study - June 2018
- Playing Pitch Strategy - November 2017

The Calverley Square Project:

This SMP was prepared during the preparation of detailed design for the proposed Civic Development project.

It is anticipated by TWBC that this SMP will be in place when the Calverley Square Project construction commences, so therefore the preparation of this report needed to take account of the construction management plan and to reflect the relationship between the proposed new buildings and Calverley Grounds for the 10 year period outlined. It should be noted that the construction management plan was published with the RIBA Stage 3 report, and has been developed further but not complete during the preparation of this SMP.

Planning permission was granted in May 2018 with conditions. This SMP is intended to help fulfil (in part) Condition 29.

### Other relevant policy and strategies

National Planning Policy Framework 2018:

The NPPF was revised and released in July 2018.

The NPPF sets out the Government's planning policies for England and how these should be applied. It provides a framework within which locally-prepared plans for housing and other development can be produced.

The Government's 25 Year Environment Plan:

This plan sets out government action to help the natural world regain and retain good health. It aims to deliver cleaner air and water in our cities and rural landscapes, protect threatened species and provide richer wildlife habitats. It calls for an approach to agriculture, forestry, land use and fishing that puts the environment first.

## Current Management and Management Structure

The Grounds are currently strategically managed by Tunbridge Wells Borough Council.

There is no current Strategic Management Plan in place for the Grounds. However, there is a Management and Maintenance Plan (named Management Plan) covering 2013 - 2018 prepared by Tunbridge Wells Borough Council.

This Management Plan, which had been structured around the scoring criteria for Green Flag Awards, provides a useful guide towards delivering TWBC's objectives for the town's open spaces:

*'To maintain, develop and improve the leisure, recreational and play facilities to meet the local needs whilst conserving and protecting the valuable heritage and environmental assets of the town's parks and open spaces'*

The Vision stated in the Management Plan for Calverley Grounds is:

*To provide a park of high quality which, while protecting the historical integrity of the park, meets the range and needs and aspirations of the local community and other visitors on a sustainable basis.*

The Management Plan includes a list of actions. Many of which have now been implemented.

Calverley Grounds was awarded Green Flag status in 2016 and has retained the award with improving scores.

The parks team are responsible for the management of all the parks in Tunbridge Wells including sports grounds, sports centres and allotments. The team consists of four officers based in North Farm Depot, roles and responsibilities are outlined below.

**Head of Housing, Health and Environment (TWBC)**

Senior manager responsible for a range of front line council services that includes the management of parks, healthy living and environmental sustainability.

**Contracts Unit Manager (TWBC)**

The Councils contracts unit manager is responsible for the delivery of the operational contracts covering Parks and sports, Waste and Street Scene and Bereavement Services. Reporting to the Head of Housing, Health and Environment.

**Parks and Sports Team Leader (TWBC)**

The Council's Parks Team Leader is responsible for ensuring the effective delivery of The Management Plan in Partnership with the contractor and other professional officers. The Team Leader is responsible for the budget, funding applications, strategies and liaison with organisations and council members. The Team Leader is the contract Supervising Officer and is direct Manager for the Parks Technical Officer, Contracts Monitoring Officer and Parks Administrator.

**Contracts Monitoring Officer (TWBC)**

The Contracts Monitoring Officer is responsible for all areas relating to the contract specification, liaison with friends groups, management plans, Green Flag, parks surveys, site inspections, Community Safety Unit and Grounds Maintenance Contractors.

**Parks Technical Officer (TWBC)**

The Parks Technical Officer is responsible for all tree and shrub surveys/works, SE in Bloom, play areas and technical/ engineering projects.

**Team Administrator (TWBC)**

To provide administrative and practical support to the Parks Team, liaise with customers and direct enquiries to the relevant officers. To promote and develop the Allotment service and maintain and update records of new and existing tenants. To deal with financial management and performance systems.

To provide an effective and efficient service using appropriate communication with the public.

**Community Engagement Officer (TWBC)**

The Community Engagement Officer was appointed in 2015 to deliver high quality volunteer opportunities in Grosvenor and Hilbert Recreation Ground as part of the Heritage Lottery fund Parks for People programme. The main purpose of the role is to increase the skills and capacity of volunteer groups and to organise projects as part of the activity plan for the park. This is a temporary position and will finish in September 2019

The day to day management of the parks is out sourced under a tendered agreement with Sodexo for a ten year period starting in January 2011. The contract includes other parks and open spaces across Tunbridge Wells Borough.

Calverley is 6.88% of the annual contract for the Borough as of 2018 the annual increase is by RPI as of January 1st each year.

Leases:

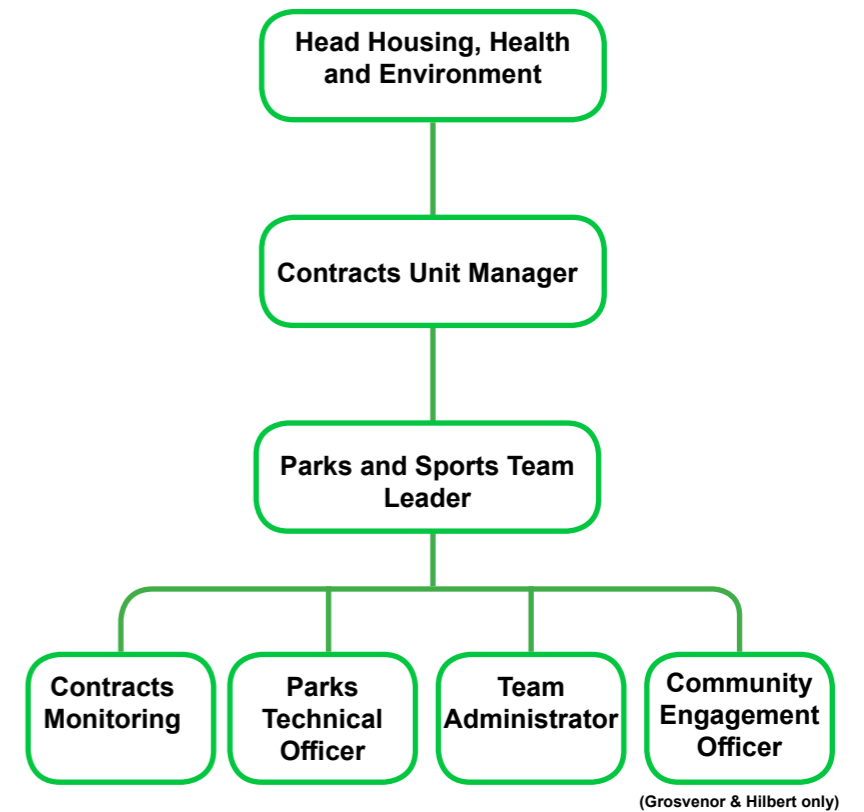
There are 2 lease agreements within the Grounds. These are:

- Croquet Club (term ends May 2028)
- Calverley Café (term ends December 2021)

Management of events and activities:

TWBC runs and manages the Ice rink event during the winter / Christmas period.

All of the other events and activities are organised by others such as community groups.



Current management structure



# Part two

## The Grounds today

### Physical Description

Calverley Grounds is 6.27 hectares of public open space with distinctive topography, mature trees and defined areas for activities such as tennis, croquet and play. The Grounds benefit from large areas of open grass and mature ornamental planting.

There are three access points into the Grounds from public footpaths. There is another access point to the north which is publicly accessible via the private road within the Calverley Park estate. There is a private access gate into the Grounds from the rear of the AXA PPP Healthcare building to the north west.

The Grounds are bounded by a combination of private fences, low brick walls, vegetation and the original Ha Ha wall, understood to be owned by Calverley Park estate, with an agreement that TWBC will maintain the chainlink fence that is positioned next to it.

Interconnecting paths provide a network of pedestrian routes across and through the Grounds.

The Grounds essentially sit within, and form, a landscaped valley. Its lowest point connects the Grounds to Mount Pleasant Avenue, Tunbridge Wells Train Station and further to the Town Centre and the Pantiles. The higher points generally adjoin the surrounding residential areas, including Calverley Park, Mountfield Gardens and Mountfield Road.

Distant views across the High Weald AONB landscape are visible from the higher ground to the north of the Grounds.

The Grounds currently contain 5 permanent built structures. This includes the bowls pavilion building, the café, the croquet club building, the existing toilet block, the old park keepers lodge (now the dentist). The bowls pavilion is the only remaining original building dating back to 1920s.

There is also a temporary building in the grounds maintenance compound to the east of the Grounds.

During events, temporary structures are erected. These are typically positioned within the lower area of grass and self-binding gravel by the Café (known as the performance or events area). This is also the location of the former bandstand which was removed in 2009.

### Current use

Well used and universally popular, Calverley Grounds provides a unique open space at the heart of the town, a landscaped valley providing opportunities for informal leisure, sport and play.

The Grounds contain the following facilities:

- Tennis Courts (3No)
- Basket Ball court (1No)
- Ball court (1No)
- Croquet Lawns (3No)
- Adventure playground
- Picnic tables
- Café
- Park benches
- Information boards
- Friends notice board
- Bowls Pavilion
- Public Toilets

The Grounds host the following events:

- TW Churches Picnic – May. Usually involving a stage with a band, a bouncy castle and a bbq. Attendance approx 800 – 1000
- Mela – early July - Attendance approx. 3000 - 5000
- Local and Live – usually biannually on August Bank holiday weekend. Attendance approx. 10,000 over the weekend
- TW Food Festival – September. First successful event last year and booked in again this year. Attendance approx. 3000 – 5000 over the weekend
- Ice skating rink – December / January.

There are also other, smaller less formal, events throughout the year.

### Current management challenges

Through discussions with stakeholders and on site observations, the following daily management challenges have been identified:

- Vehicles accessing and parking in the Grounds in locations they shouldn't
- Litter following large events or informal gatherings
- Anti social behaviour including drug dealing and taking
- Removal of public seating because of anti-social behaviour
- Maintenance and wear and tear of the edges to paths / grass
- Lack of communication about maintenance decisions
- Dog off leads and dog fouling
- Financial challenges with maintaining the standards and meeting the Green Flag criteria
- Poor signage and wayfinding

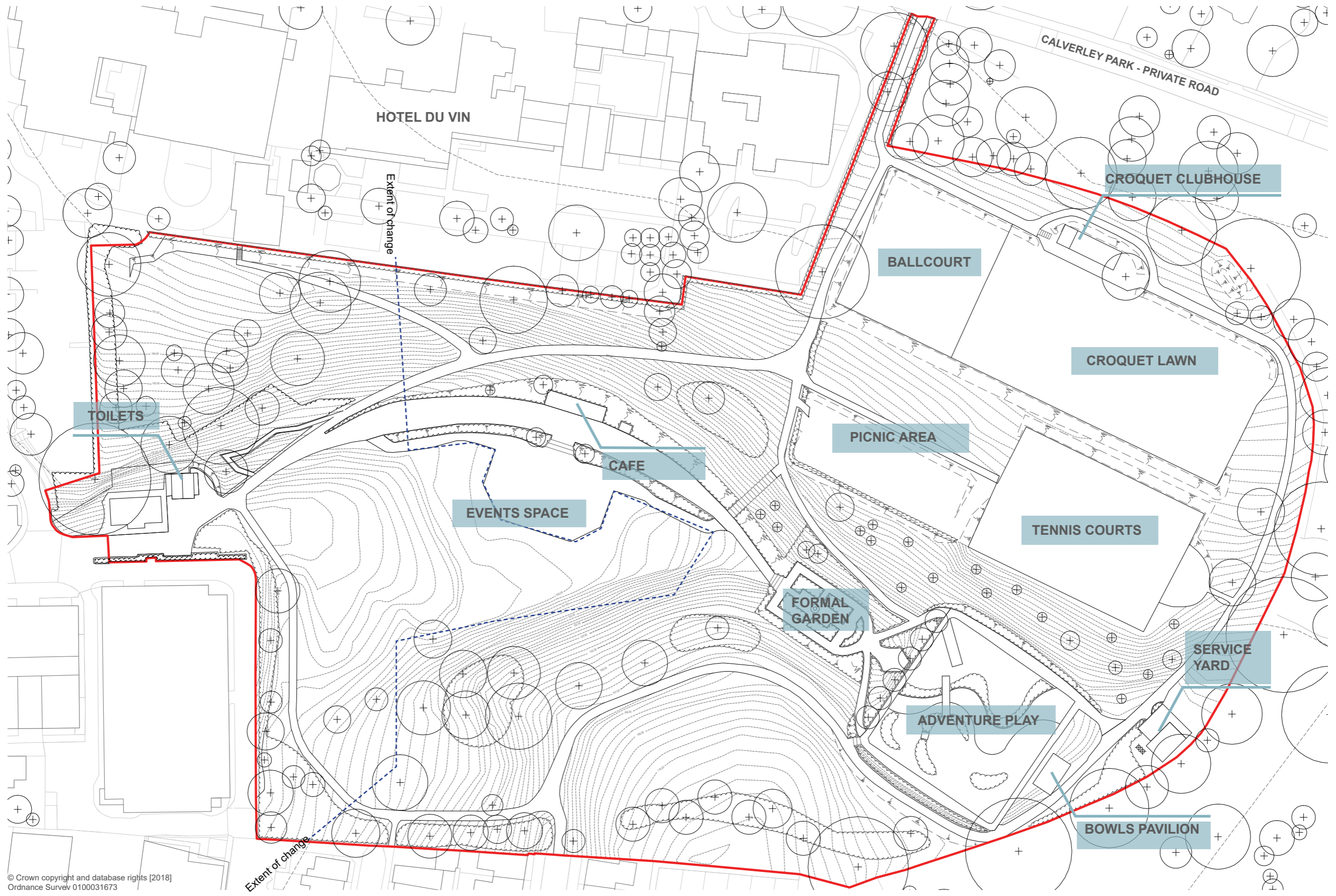
These are not necessarily uncommon issues that most public open spaces and parks face across the UK.

### Condition

To aid the strategic objectives, strategies and actions a site condition assessment was completed during June and July 2018. A record of this condition audit can be found in the appendix.

It is worth noting:

- Footpaths in the north are generally in poor condition
- Features such as the ball court and tennis courts are in poor condition
- The Ha Ha wall requires sensitive restoration / repair
- Many of the benches are in poor or fair condition



© Crown copyright and database rights [2018]  
 Ordnance Survey 0100031673

— Calverley Grounds site boundary  
 - - - Area of change due to Calverley Square Project





**What people think about Calverley Grounds:**

This SMP has been prepared in close engagement with key stakeholders and interested parties in Calverley Grounds.

The engagement process started with specific one to one meetings with the various stakeholders. This included discussions with TWBC Councillors, officers and representatives from the Friends of Calverley Grounds; Calverley Park residents association, TW Croquet Club, The Café, Historic England, Kent Garden’s Trust, Tunbridge Wells Together, Kent High Weald Partnership and Sodexo.

A questionnaire asking specific questions about the Grounds was put in the café and on the TWBC website from 18th June until 13th July 2018. This attracted 50 responses within this period. A summary of the responses can be found on the following pages.

A draft version of this report was circulated for review and comment during October 2018. Feedback on the draft has influenced this final report.

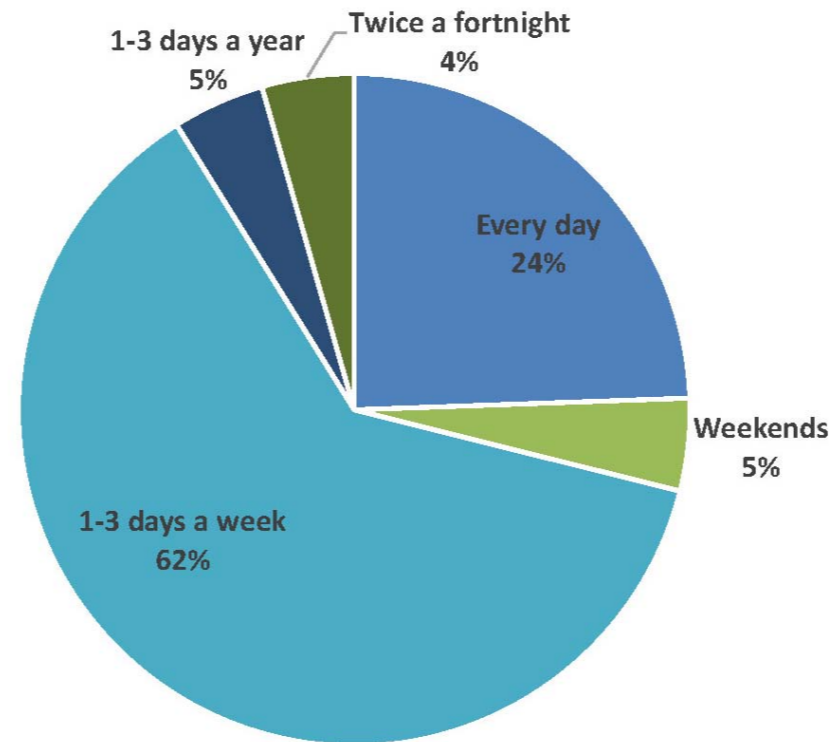
12

What this engagement and consultation generally told us:

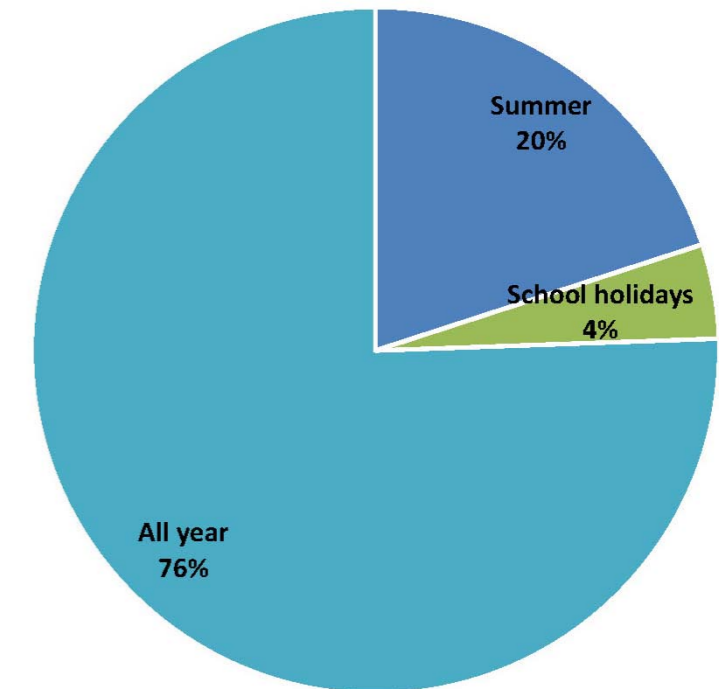
- A large majority (84%) of the people who filled in the questionnaires travel less than 1 mile to get to Calverley Grounds.
- Stakeholders love the Grounds and feel very passionately about its future.
- A large proportion of the questionnaires were completed by people aged between 60-74 years old.
- A small proportion of the questionnaires were completed by people aged younger than 20.
- Views and feedback about the Calverley Square Project were given through the questionnaire consultation even though there was no specific question asked about it on the questionnaire form.
- Many people like the Grounds as it is and don’t want to see too much change, but support enhancements and improvements.

Detailed feedback from the engagement process can be found in the appendix.

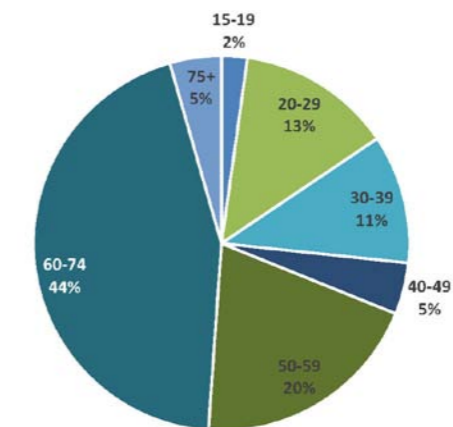
**Questionnaire - key findings**



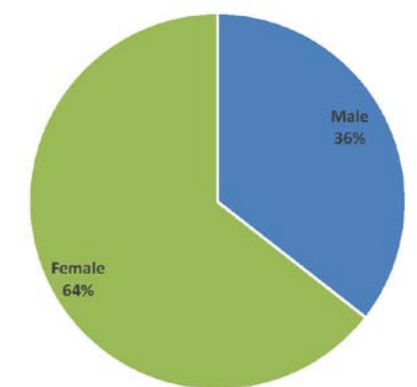
**How often people visit**



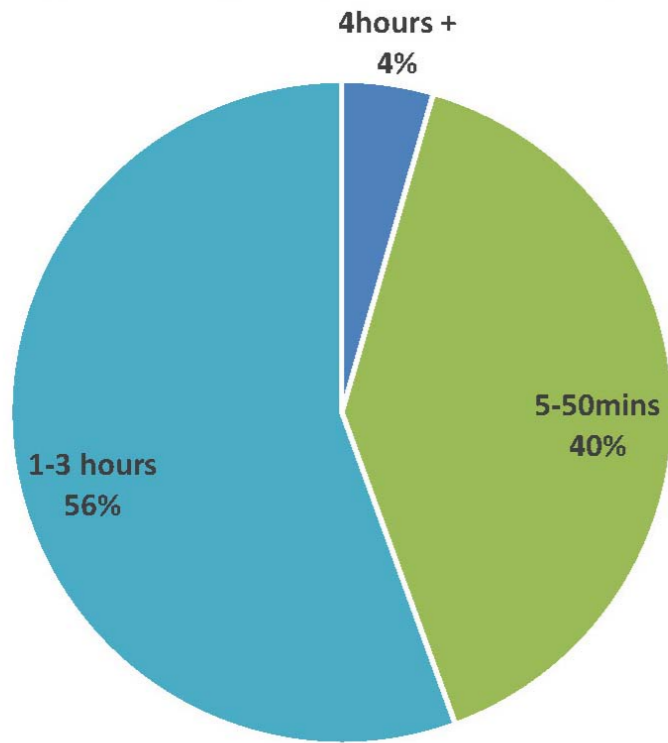
**When people visit**



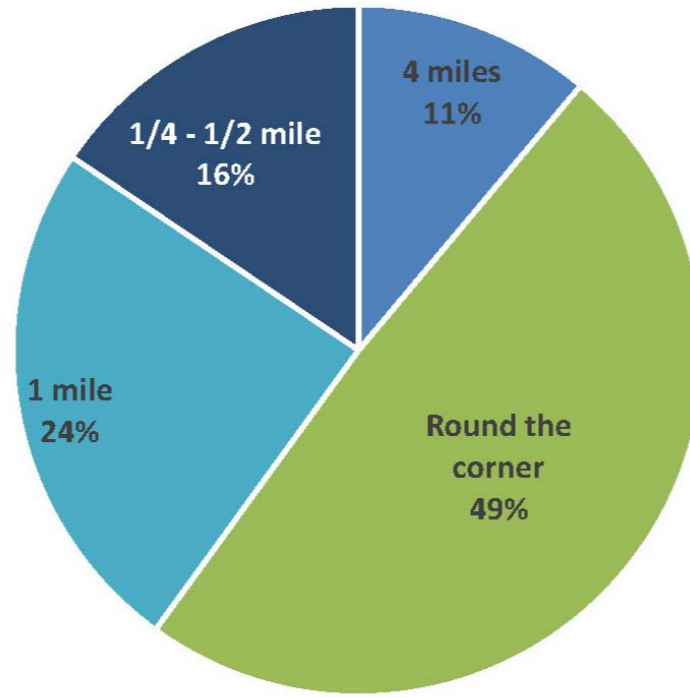
**Age of those who completed the questionnaire**



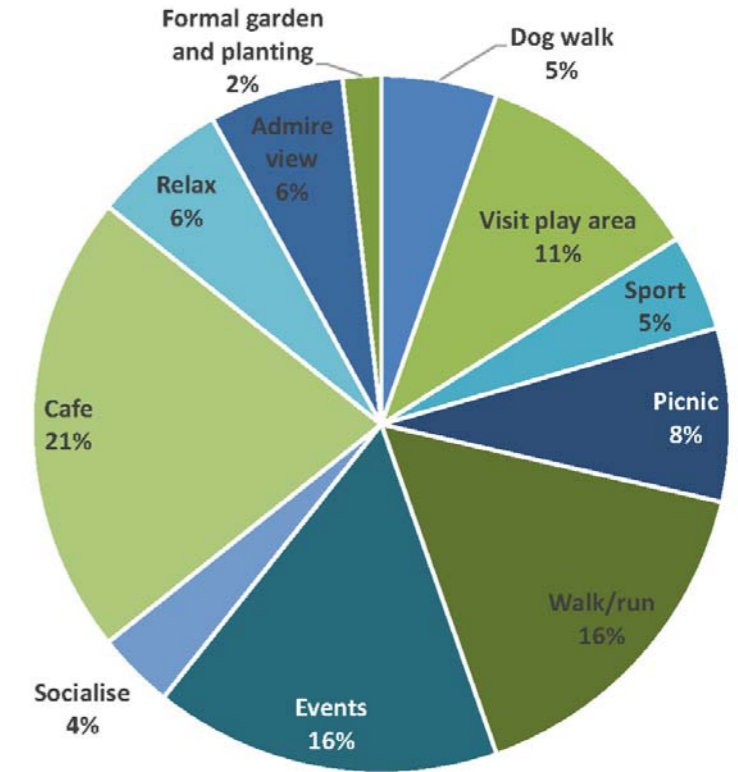
**Gender of those who completed the questionnaire**



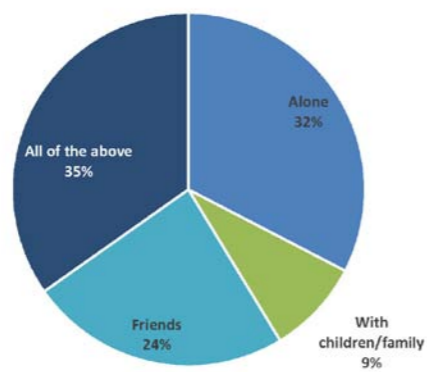
How long people stay



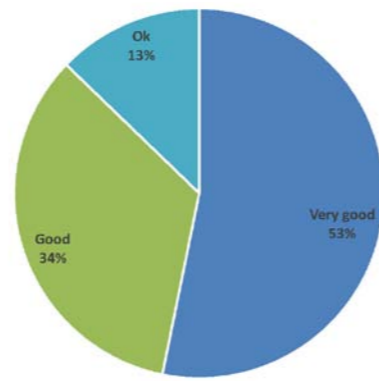
How far people travel



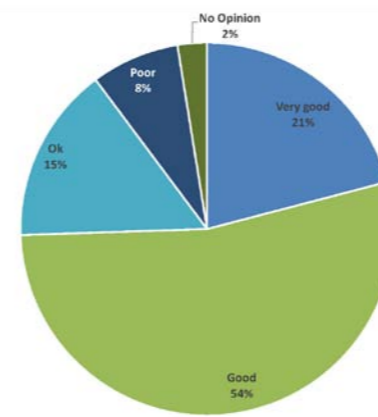
What they usually do



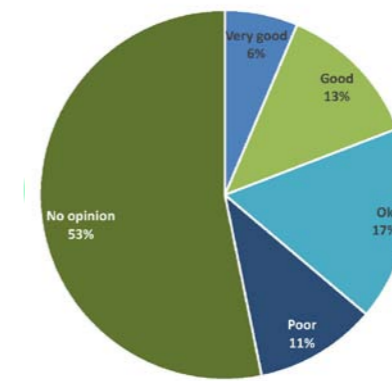
Who they come with



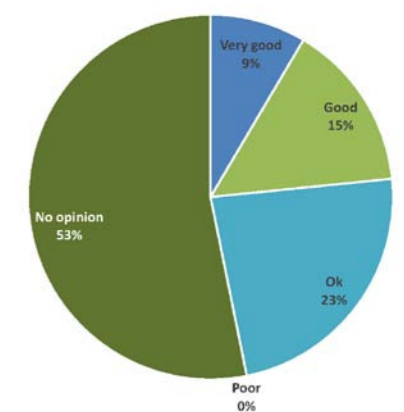
How people rate the design and appearance



How people rate the cleanliness and maintenance



How they rated the tennis courts



How they rated the basketball courts



# Part three

## Significance and character areas

### Statement of Significance

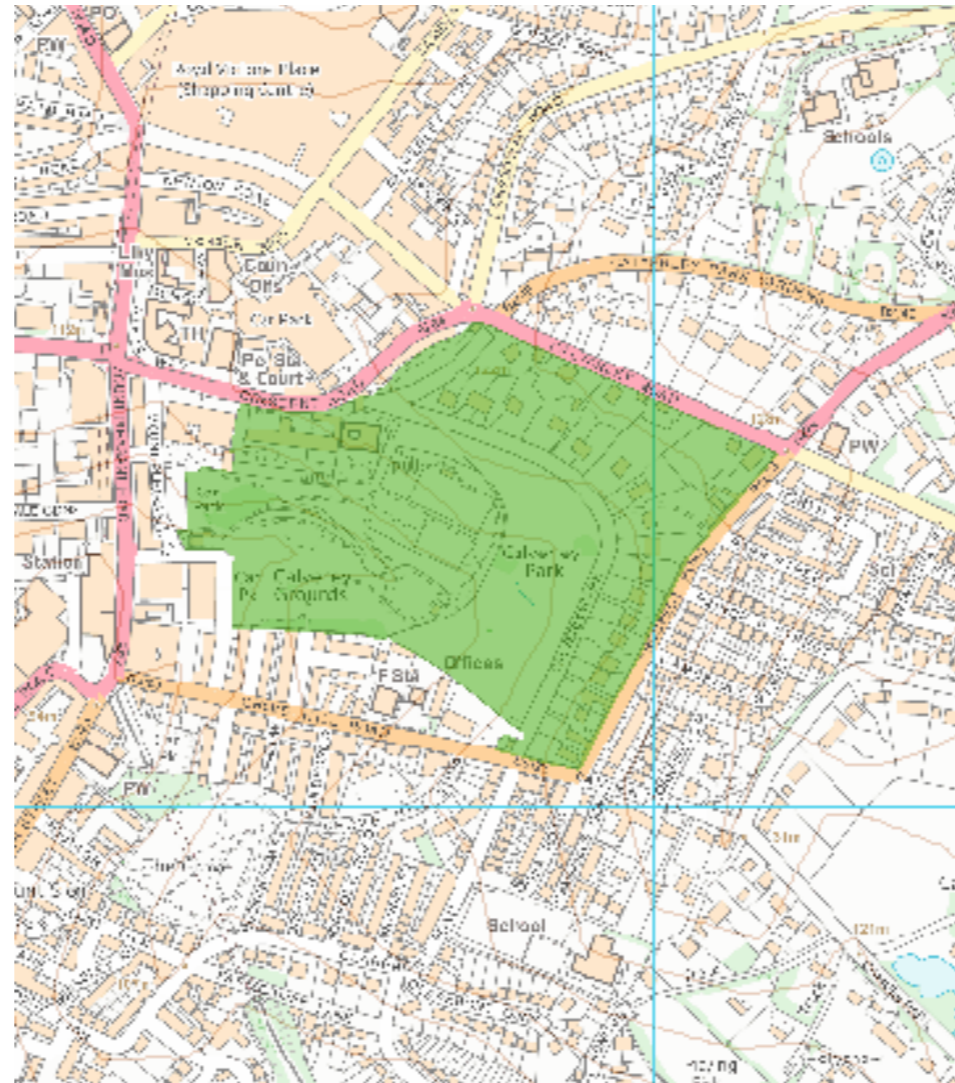
Calverley Grounds is at the heart of Tunbridge Wells. The Grounds provide an attractive, distinctive and popular park in the centre of the Town, close to the train station and accessible from adjoining residential areas. The multifunctional use and the various areas within the Grounds offer a place for all. The Grounds are highly valued by the local community and visitors to Tunbridge Wells.

Historically the landscaped valley provided the focus for Decimus Burton's Town Plan. Although the Grounds have seen change over the years, the general fabric of the landscape retains much of its Arcadian character and is still intact and enjoyed today.

The Grounds sit within the broader area of the registered historic park and garden (Calverley Park and Calverley Grounds, List entry Number: 1000266). This includes the private Calverley Park estate, Calverley Park Crescent buildings and the current Hotel du Vin building and grounds.

The Grounds also form part of a wider network of open spaces and streets within the town centre and is often used by pedestrians as a key walking route.

For the purpose of this SMP, the character of the Grounds have been described in more detail based on the areas within the site (Character areas). The location of these areas are shown on the adjoining page and the character of each of these are described on the following pages.



Plan showing registered park and garden List entry Number: 1000266

*Extract from Historic England register*

*Calverley Grounds, the public park, lies on the west side of the site. A broad path from entrance gates at the lodge (built by 1924, photographs) leads eastwards along the floor of the valley to an octagonal bandstand and tea room which replaced an earlier bandstand and associated thatched tea pavilion built by 1924 and destroyed by bombing in 1940.*

*These are enclosed along the north side by a steep bank of heathers and conifers. A flight of stone steps east of the bandstand leads up to a rectangular rose garden enclosed with drystone walls and with a raised central bed. Eastwards, beyond the rose garden, the upper level of the valley floor is terraced to form a bowling green.*

*The sloping valley sides are planted with clumps, groups, and individual native and exotic trees and islands of shrubbery with conifers. At the east end, north of the bowling green, the slope is terraced to form two levels of fenced hard and grassed tennis courts. From 1832 (Britton) until they were laid out as a public park, Calverley Grounds were open in character with only a few individual and clumps of trees.*

*They formed both an additional setting for Calverley Park villas and the pleasure grounds to the Calverley Hotel and contained a spring and a stream-fed lake (illustration by C Dodd of 1840) which lay to the south-west of the present bandstand. The lake was drained in 1850 with the arrival of the South-Eastern Railway in 1845 (CL 1969). The formal gardens to the hotel comprise a two-tier, south-facing linear terrace, enclosed along the lower, park, side by a high clipped hedge. The upper terrace is laid to lawn and rose beds either side of a central paved walk and the lower one to rough grass with trees. The terraces are shown established in this form on an estate map of 1839 (Colbran 1840) and on the 1st edition OS map.*





Dashed line indicates area of change due to Calverley Square Project (indicative only)

A. Western entrance  
B. Northern Slopes

C. Central events space, the café and promenade.  
D. Ball Courts, Croquet, Tennis and picnic areas

E. Northern entrance.  
F. Calverley Park boundary

G. Adventure Playground  
H. Central formal garden  
I. Southern slopes



**Character Area A – Western entrance**

The current main entrance from Mount Pleasant Road generally comprises of brick piers and ornate gates, footpaths, raised planter beds, hedges, ornamental planting and the Dowding memorial.

Access into the Grounds is confusing and mixed in character / quality. Although the gates help define where to enter the Grounds, access is across an asphalt road that leads to the carpark (to the south) and the junction Mt Pleasant Avenue one way road (to the north). An ornate notice board is positioned on the left hand side outside of the gates.

When inside the gates to the Grounds, the character is informed by the spectacular views looking north, west and south up the valley from this low point in the Grounds' topography. The views into the Grounds are currently framed by the buildings; the old park keeper's lodge and toilet block (to the north) and the existing carpark building (to the south). There is evidence of anti-social behaviour issues to the rear and side of the existing toilet block and old park keeper's lodge.

Due to being low in the valley and the mature vegetation within the Grounds, buildings beyond the Grounds' boundaries are not visible from this point.

This area will see significant enhancements to the way people enter and leave the Grounds through the Calverley Square Project. The long views up the landscape valley beyond the Calverley Square Project should not generally be affected by the proposed development.



*Existing Western Entrance*



*Old park keepers (now Dentist) lodge and toilet block*



*Northern slopes with AXA building beyond*



*Northern slopes with grass mowing*



*Views towards Northern slopes, cafe and events space*

**Character Area B – Northern slopes**

The northern slopes to the valley generally consist of large mature trees, mown grass and ornamental shrub planting. The main footpath climbs the slope from the western entrance up towards the picnic area and ball courts. South facing memorial park benches are positioned along the main path and are popular year round. Noticeably, the grass and slope has suffered from erosion along the northern edge to the existing path.

There is a short section of hoop top railings on the southern side of the path acting as a barrier from the changes in levels / falls on top of the sandstone retaining wall.

The eastern part of this Character Area provides wonderful aspects across and down into the Grounds looking south. This aspect makes it popular during the summer months for lunchtime and evening use.

The western part of the northern slopes is currently slightly out of sight from the main Grounds due to the existing ornamental shrubberies that boarder the main path. A secondary and low quality path leads from the main path towards a private entrance into the AXA building. During the spring and summer months, the grass is left to establish an area of wild meadow flowers, providing an increase in biodiversity. An interpretation sign has been installed close the path and the wildflower meadow explaining the benefits this brings.

An ornamental planting bed and low quality rockery forms part of the northern slopes close to the existing toilet block. There is evidence of people walking through the mature shrubs and trees with pedestrian desire lines over some of the planting and tree roots. Two relatively new trees have been planted close to the main path.

The northern boundary to the Grounds in this area consists of a steep grass bank with a mature hedge at the top. AXA, The Hotel du Vin and the Catholic Church are on the other side to this boundary.

A low quality footpath and natural stone steps connect to the rear of the AXA property via a lockable gate. There is evidence that this is used by the public as well as AXA employees. A sign indicates that this is not a public right of way and is a private entrance.

The western part of the northern slopes, including the ornamental planting bed and rockery, will see significant change as a result of the Calverley Square Project.



**Character Area C – The central events space, the café and promenade.**

The central events space provides a relatively level space with the café building as its centrepiece. A wide promenade path connects the western entrance of the Grounds to the café and beyond, arching to meet the formal garden.

Mature ornamental shrubs and trees, positioned above a sandstone retaining wall, help contain the space and define it. Further planting and a level change between the promenade and a secondary path provide visual interest and colour.

The main events space consists of a flat area of self-binding gravel and grass lawn. The shape of the self-binding gravel was dictated by the old hexagonal bandstand that once stood there. Without the bandstand, the shape and extent appears unfinished or unplanned. The space is now used by parked maintenance vehicles, games of petanque or children learning or practicing to cycle. This area is locally known as 'the dustbowl'.

There is evidence of wear and tear along the edges of the paths whereby the grass has eroded and deferred to bare ground/earth. The events space is contained to the south by the southern grass slopes.

The café building is not out of keeping and reflects a traditional tea house one might find in a Victorian public garden or pleasure ground. Alfresco dining is provided by fixed table and chairs. There is a sub station structure integrated into the sandstone wall to the east of the café building. The timber doors are tired and look to be prone to graffiti.

Several memorial benches that face towards the flat grass area and towards the southern slopes are positioned along the main promenade. These benches are very popular and used throughout the year.

An ornamental rose and shrub bed provides separation between the café and the grass area. There are some gaps in the planting and it is evident that the sandstone edge to the south of the bed could do with some attention.



*Calverley Cafe and central events space*



*MELA event*



*Croquet club entrance to lawn and clubhouse*



*Picnic area with tennis courts beyond*

**Character Area D – Ball Courts, Croquet, Tennis and picnic areas**

This character area can be described as being split between two terraces. The upper terrace, consisting of the Ball Courts and Croquet Club Facilities, and the lower terrace, consisting of the Tennis Courts and Picnic Area.

There are some relatively steep grass embankments between the two terraces and their surroundings. In the spring and summer months the steep grass embankment between the two terraces is left to grow as wildflower and provides an area for increased biodiversity.

The flat area of asphalt used as a Basket Ball court is nestled into its immediate surroundings, by cutting into the general lay of the land to the north and elevated to the south. This causes some rather steep slopes of grass around its edges. The ball courts are contained by 1.4m high estate railings to the north on top of the grass bank and a 3m high ball court fence to the south. A ball court fence also separates this area from the croquet lawn to the east.

The grass croquet lawn forms a larger area on the upper terrace and is contained to the north by hoop top fencing and a steep grass bank. A wire mesh fence defines the boundary to the croquet lawn along its southern boundary and on top the grass embankment.

The club house building is positioned on the northern side to the Croquet lawn and is nestled into the steep slope.

The Tennis Courts consist of a large area of asphalt surfacing surrounded by a low quality wire mesh fence. Gates either side of the courts allows access from both east and west.

The picnic area consist of two levels separated by an existing low quality footpath leading to the gate of the tennis courts. The lower area has poor quality picnic benches and remnants of the old pitch and put golf that was positioned here. The space is confined by a clipped hedge to the south and west. The upper area has no seating of benches but offers a grass bank of mown grass for informal picnics etc.

The tennis courts and picnic area are considered lower quality than the others areas across the Grounds.



**Character Area E – Northern entrance**

The Northern entrance area consists of a footpath with grass verges either side bounded by overgrown vegetation from adjoining properties. The threshold into the Grounds is defined by a low sandstone wall (in the same style as the ha ha wall) and a change in surface treatment from asphalt to tar spray and chip within the Grounds. One notice board sign is positioned inside of the Grounds to the east of the path. Although owned and managed by Calverley Park estate, the low sandstone wall provides an important threshold / boundary to the Grounds.

There is evidence of people cutting the corners over the grass verges outside of the Grounds boundary. There is evidence of vehicles entering the Grounds at this location.

The condition of the footpath and low wall, and the overgrown vegetation on the edges to this entrance makes this entrance feel less attractive and inviting than other entrances in the Grounds.

The notice board is ornate but does look dated and requires an upgrade.



Northern entrance from private road



Ballcourt surrounded by estate railing and ballcourt fence

**Character Area F – Calverley Park boundary**

The Grounds are physically and visually separated from Calverley Park by the original sandstone Ha Ha wall, a wire fence and mature vegetation which is predominately positioned on the adjoining Calverley Park land.

The original intent of the Ha Ha wall being the only physical barrier between the two sites has been lost. This boundary treatment now provides a physical and visual separation to what is public and what is private. It provides a backdrop to the Grounds and a mature vegetated screen and separation for the residents of Calverley Park. The Ha Ha wall is still visible but it is now less dominant in the landscape as its original intent. There are signs of erosion and vandalism to the Ha Ha wall. The vegetation and areas of grass are of lower quality than elsewhere in the Grounds.

There are some glimpsed views through the vegetation towards Calverley Park and its wildflower meadows.



Existing Ha Ha wall in disrepair



Northern boundary between Grounds and Calverley Park

**Character Area G – The Adventure Playground**

The Adventure Playground is positioned on the former bowling green contained by low retaining walls, planting and park railings. The old Bowls Pavilion is situated to the south east and faces the playground.

The playground has three points of entry / exit through self-closing gates.

The character of the playground is rich in natural materials, planting and informal / natural play.

Water is present in the form of a small water play equipment. Sand and grass surfacing help embed the new playground into its surrounding, however there is evidence of wear and tear and ongoing maintenance requirements.

The play equipment is generally timber, with stainless steel slides and fixings. The low retaining walls are clad with bespoke corten steel panels referencing the sponsors of the enhancements.

There is a free standing interpretation panel within the playground close to the Bowls Pavilion.

Other than the trees outside of the fenced playground there is little shade.



Adventure Playground with old bowls pavilion to the left of photo



Seating, interpretation and sponsorship references within Adventure Playground



**Character Area H – The central formal garden**

The formal garden is laid out in a traditional symmetrical layout. The former rose garden is formed by low sandstone walls, footpaths, mature hedges, a grass lawn and ornamental planting.

There are also distinctive timber memorial benches and a central sundial. A weathered sandstone retaining wall structure forms the eastern boundary to the garden. A lockable timber door leads through the wall to storage under the former bowling green. Ornamental and sensory planting is positioned on the slopes either side to the wing walls.

The formal garden is well maintained and provides a centrepiece and an attraction to the Grounds. It's position, arrangement and ornamental display provides an oasis from some of the other areas that encourage more active and energetic activities.

Page 19



Formal Garden with summer bedding plants scheme

c/o Friends of Calverley Grounds



Formal Garden with missing sundial (now reinstalled)



Formal Garden with central sundial (reinstalled)



Steps / stairs from central events space



Southern slopes and access to Mountfield Gardens

**Character Area I – Southern slopes**

The southern slopes to the Grounds that generally face north consist of large areas of mown grass, mature trees and shrub planting. The southern boundary treatment consists of low brick walls, fences and buffer planting.

There is evidence that people are using the shrub boarder in the south western corner as a cut through to Mount Pleasant Avenue.

There is evidence of people using groups of mature trees as shade during the summer the months.

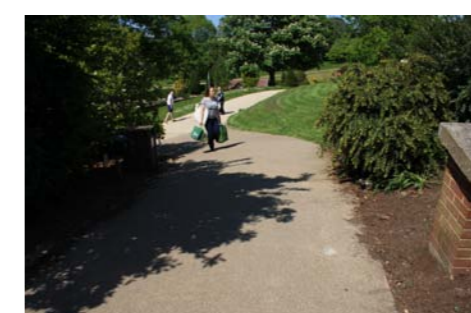
The path meanders its way east and west from the Grounds highest point on the southern side where it meets Mountfield Gardens.



Southern slopes looking north towards croquet lawn



Entrance from Mountfield



Entrance from Mountfield Gardens



Desire line through shrubs



# Part four

## Vision, Management Objectives and Policies

### The Vision for Calverley Grounds

Based on analysis of the Grounds today, the significance it has for Tunbridge Wells and its community, and considering its potential change due to the Calverley Square Project, this SMP provides a clear Vision for where the Grounds will be in 10 years time and beyond.

The Grounds are an asset to Tunbridge Wells, its community and visitors. It is a highly valued, well positioned open space that provides essential accessible green space in the heart of the Town.

The Grounds currently offer a broad range of year round activities and uses ranging from lunchtime walks through to large music events. Outside of the events, The Grounds provide spaces for quiet contemplation through to active sports such as tennis and basket ball. The well used multipurpose function set within a distinctive and varied landscape setting, located in the middle of the town means the Grounds already hold some of the vital ingredients for a great civic park. The vision, therefore, reinforces the need to maintain and enhance these existing assets as well as adjusting with the potential change that will come from the Calverley Square Project.

The proposed Calverley Square Project is controversial with some of the local community. During the consultation process for this SMP, some consultees raised their concerns about the potential impact the development may have on the Grounds during and after construction. It is understood that these concerns were also raised during the planning application approval process for the Calverley Square Project.

The project has been granted planning permission and TWBC have appointed a main contractor to continue the design with a construction start date of Autumn 2019. This SMP considers and incorporates potential changes that the development will bring to the Grounds and its management. Essentially the development will change and make significant improvements to the Western edge to the Grounds. It will also potentially increase the number of people using or overlooking the Grounds.

The construction period will no doubt have a temporary negative impact on part of the grounds. However this, in the context of history and future of the Grounds, is a relatively short period of time. The magnitude of the potential change is yet to be seen, but it is certainly something that the SMP needs to consider and respond accordingly within the 10 year period. The SMP will also be reviewed and updated in year 5 (2023).

Outside of the Calverley Square Civic Development, The Grounds present a number locations and elements that could be enhanced over the next 10 years. This includes the Picnic Area, the Bowls Pavilion, the northern entrance, the Tennis Courts, the Events Space, enhanced planting, careful succession tree planting, and seeking to celebrate views. There is also an opportunity for better signage and wayfinding across the Grounds.

With the retention of its Green Flag Award since 2016, the Grounds are considered to be well maintained to a level that is acceptable and warrants the award. Yet feedback from the consultation questionnaire and on review of the condition reports, ongoing maintenance and financial investment is required for the Grounds to retain and enhance its status as the award winning civic heart to Tunbridge Wells.

The Grounds fit within a wider historic (and registered) landscape that includes Calverley Park and Hotel du Vin. However there is no clear evidence of the significance of this within the Grounds other than mention of it on one of the interpretation notice boards. The SMP therefore provides an opportunity to seek to inform visitors and users of the park of its origins and context in a meaningful and engaging way.

The Vision statement for this SMP has been prepared in close consultation with the key stakeholders and the community. It provides an over arching guide for the management objectives and policies informed by robust analysis and engagement.

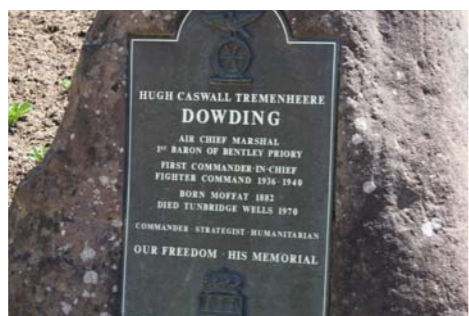
This Vision statement, together with the objectives, policies and action plans will need to be reviewed on a regular basis.

### The Vision is that:

**“Calverley Grounds is recognised as the civic heart of Tunbridge Wells and an exemplar town park within Kent. It will be a chosen destination for residents, visitors and tourists who value the park for its distinctive heritage, dramatic landscape, biodiversity and wide variety of recreational facilities and activities. Its qualities and facilities will appeal to all ages and make a significant contribution to the health, well-being and happiness of everyone who visits”.**



What this will look like:





## Strategic Management Opportunities and Objectives

The vision sets the scene for 14 strategic management opportunities and objectives:

**The Grounds should continue to play a key civic role in the town.**

**The Grounds should maintain the existing set of recreation facilities.**

**The Grounds should provide and maintain infrastructure needed to accommodate an increase in numbers of people using and moving through the park (such as paths, seating etc).**

**The Grounds should be maintained to high standards and showcase best practice management and maintenance techniques.**

**The Grounds should make best use of the events space outside of organised performance and events.**

**The Grounds should continue to host a variety of cultural events and activities.**

**The Grounds should protect, restore, enhance and promote its heritage assets such as the Ha Ha wall and Bowls Pavilion.**

**The Grounds should help tell the story about its wider context and heritage including its relationship with Calverley Park and Hotel du Vin premises.**

**The Grounds should protect and enhance biodiversity and bring more nature into the town through careful planning and management.**

**The Grounds should continue to manage and maintain a focal building within the lower valley of the Grounds (eg the cafe building).**

**The Grounds should make better use of the current picnic area.**

**The Grounds should aim to provide infrastructure that promotes heath, well-being and happiness.**

**Changes in behaviour and how the grounds will be used after the construction of Calverley Square Project will be reviewed via visitor surveys.**

**The majority of the Grounds continue to be open and accessible during the construction phase of the Calverley Square project.**

These strategic opportunities and objectives reflect many of the aspirations and ideas that have come from the various stakeholder workshops and meetings in preparing this SMP.

The annotated aerial photography on the following page is intended to illustrate these ideas, aspirations and opportunities for future strategic management of Calverley Grounds.





planned change      potential opportunity



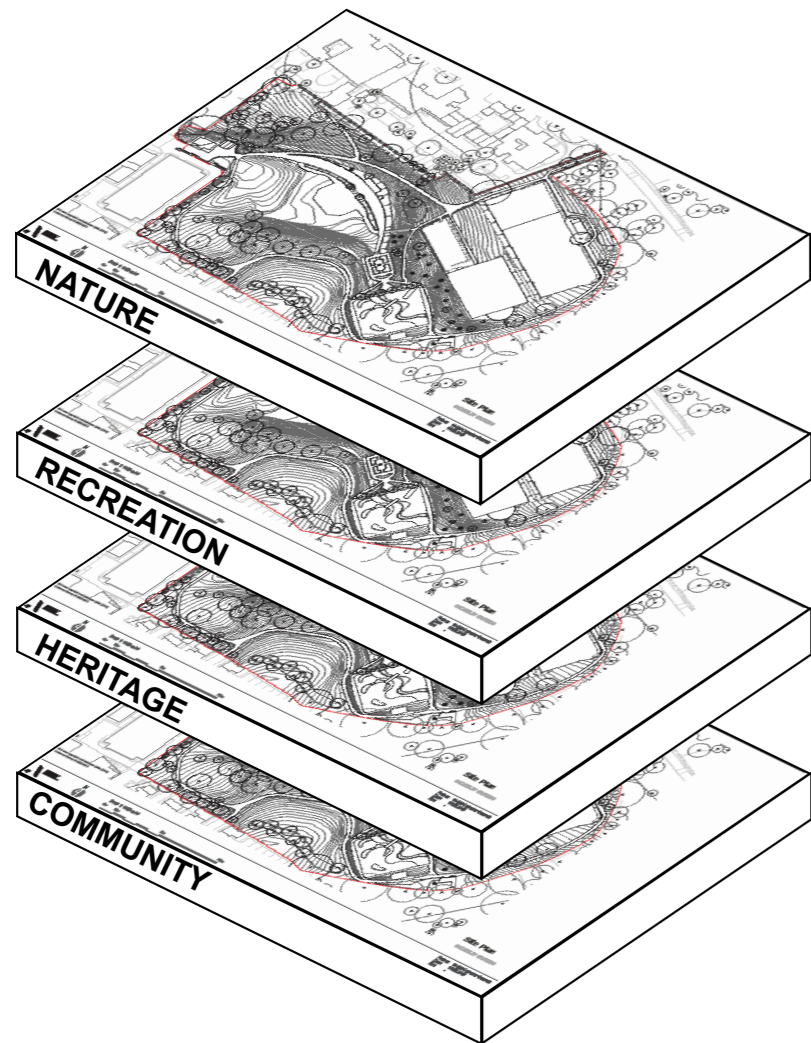
## Strategic Management Policies

The aspirations articulated through the 14 Strategic Management Opportunities and Objectives can be implemented through adopted Strategic Management Policies and supporting Short to Long Term Strategies and Actions. These Policies have been separated into four key themes drawn from the strategic objectives and vision.

How these policies and strategies can be applied to the site is illustrated through the Spatial Framework on the following page.

### THEMES THAT ENHANCE:

Page 24



#### STRATEGIC MANAGEMENT POLICIES:

Enhance and protect the nature within the Grounds and celebrate the potential richness of biodiversity it brings to the Town

Ensure existing recreation facilities are well maintained and continue to be available to use. Also encourage and enable further recreation and leisure opportunities within the Grounds.

Enrich and reveal the local Heritage to the Grounds and the wider listed Park whilst protecting it for the future.

Engage and empower the existing and future community of Calverley Grounds. To build on the fantastic work and success already underway by the Friends and Calverley Adventure Groups.

LONG TERM AND  
SHORT TERM STRATEGIES  
AND ACTIONS



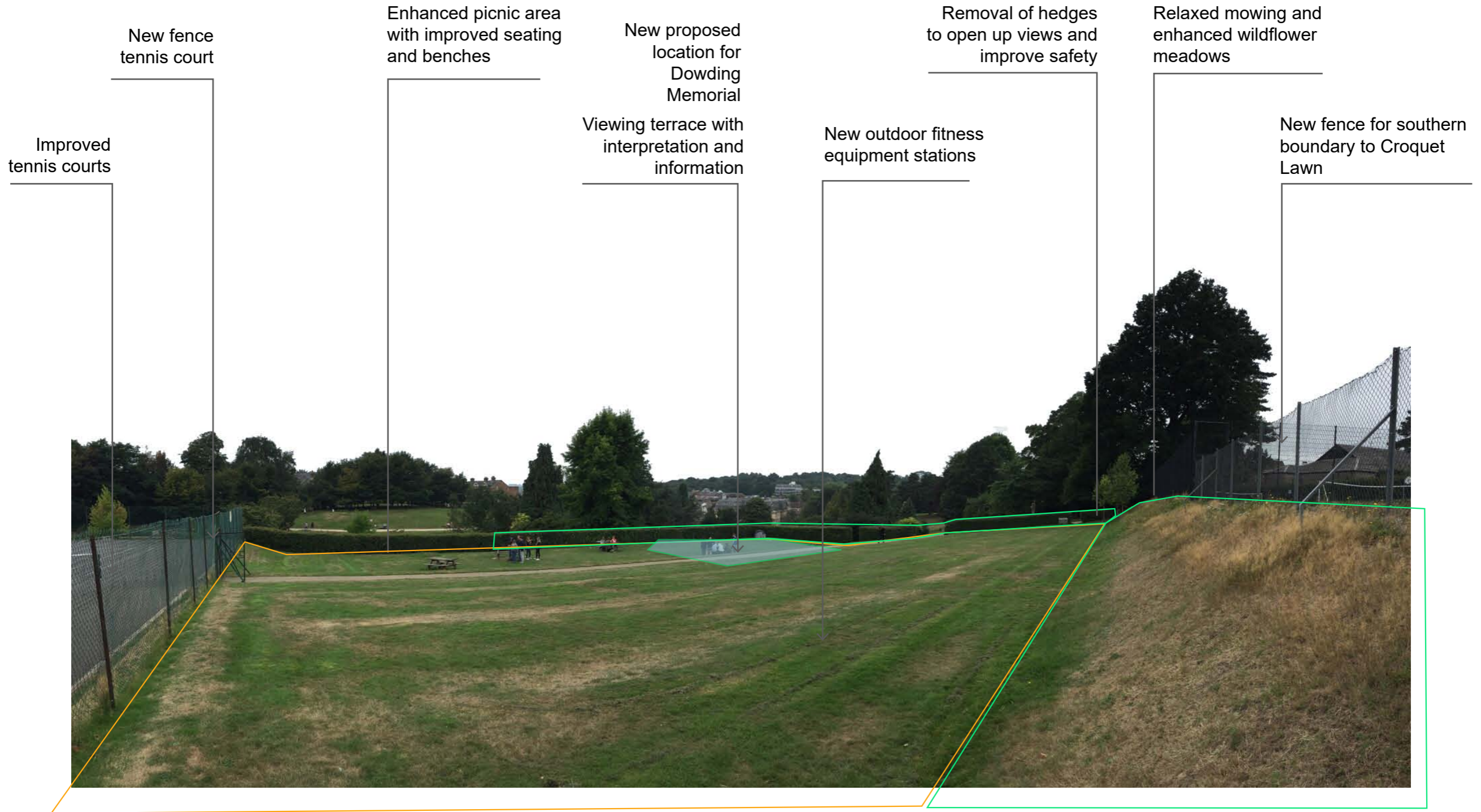


- |   |  |   |  |   |
|---|--|---|--|---|
| <p><b>NATURE</b></p> <ul style="list-style-type: none"> <li><span style="color: green;">■</span> WILDFLOWER MEADOW</li> <li><span style="color: pink;">■</span> ORNAMENTAL PLANTING</li> <li><span style="color: green;">●</span> NEW TREE PLANTING (INDICATIVE)</li> </ul> | <p><b>RECREATION</b></p> <ul style="list-style-type: none"> <li><span style="color: orange;">■</span> IMPROVED PATH NETWORK</li> <li><span style="color: orange;">■</span> IMPROVED FENCE</li> <li><span style="color: orange;">■</span> IMPROVED PICNIC AREA</li> <li><span style="color: orange;">■</span> IMPROVED PUBLIC SEATING</li> <li><span style="color: orange;">■</span> WC NEW PUBLIC TOILETS</li> </ul> | <p><b>HERITAGE</b></p> <ul style="list-style-type: none"> <li><span style="color: blue;">■</span> REPAIRED HA HA</li> <li><span style="color: blue;">■</span> IMPROVED BOUNDARY</li> <li><span style="color: blue;">●</span> INTERPRETATION OPPORTUNITY</li> <li><span style="color: blue;">■</span> REPAIRED BOWLS PAVILION</li> </ul> | <p><b>COMMUNITY</b></p> <ul style="list-style-type: none"> <li><span style="color: yellow;">■</span> POTENTIAL COMMUNITY HUB</li> <li><span style="color: blue;">▲</span> COMMUNITY BUG HOTELS / WILD / NATURE PLAY</li> </ul> | <p><b>OTHER FEATURES</b></p> <ul style="list-style-type: none"> <li><span style="color: green;">▲</span> HEDGES AND SHRUBS</li> <li><span style="color: green;">▲</span> BUG HOTELS</li> <li><span style="color: green;">■</span> NEW LAWN (LEVELS TBC)</li> <li><span style="color: green;">■</span> IMPROVED DRAINAGE</li> <li><span style="color: orange;">■</span> IMPROVED TENNIS COURTS</li> <li><span style="color: orange;">■</span> IMPROVED BALLCOURT / MUGA</li> <li><span style="color: orange;">■</span> NEW SIGNAGE / WAY FINDING</li> <li><span style="color: orange;">■</span> FITNESS STATION</li> <li><span style="color: blue;">→</span> ENHANCED VIEWS</li> <li><span style="color: blue;">■</span> TEA HOUSE INTERPRETATION</li> <li><span style="color: blue;">▲</span> POP UP SEATING</li> <li><span style="color: blue;">■</span> COMMUNITY SENSORY PLANTING</li> </ul> |
|---|--|---|--|---|

© Crown copyright and database rights [2018]  
Ordnance Survey 0100031673



What this will mean:





What this will mean:





What this will mean:

Pop up seating / deck chairs / beanbags

Interpretation of Tea House and its footprint

Gravel area turned to grass lawn

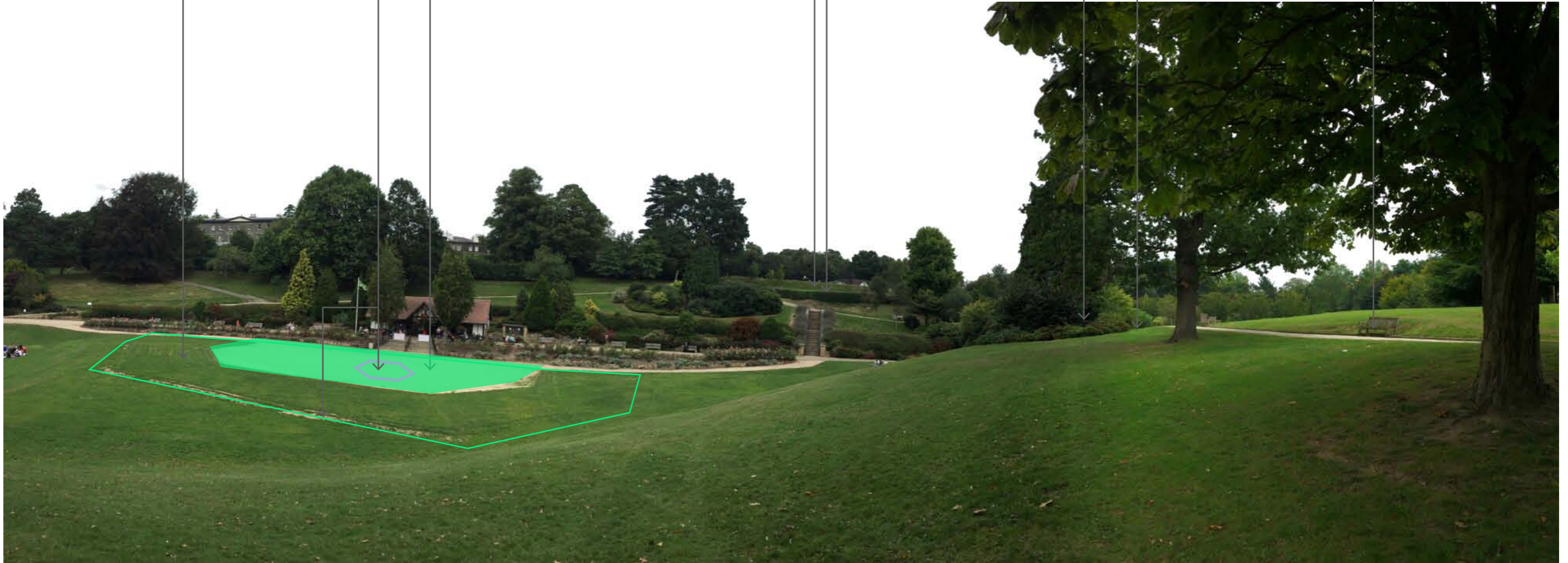
Viewing terrace with interpretation and information. Picnic Area visible through clearance of hedges

New proposed location for Dowding Memorial

Improved planting

Fitness and health trail

Enhanced seating





**What this will mean:**

New planting by Civic Development project

Picnic Area more visible and inviting by removing hedges and improvements

Central space activated day to day through temporary seating / deck chairs / beanbags

Area of grass levelled through Calverley Square project (TBC)

New path by Civic Development Project

New planting as part of Calverley Square Project





**What this will mean:**

Area for nature play / bug hotels. Views through to Calverley Park. Ha ha wall restored and revealed

Refurbished and repurpose Bowls Pavilion

Pop up seating / deck chairs / beanbags / events / yoga / Shade / improved drainage

Improved safety by clearing some of the vegetation and enhancing the boundary

Area for nature play / bug hotels / new seating in the shade

Fitness and health trail





What this will mean:

More bat and bird boxes / increase in wildlife in the Grounds

Strategically trimmed vegetation to highlight views / visibility into Grounds

Bins continued to be emptied on regular basis. Add recycle bins

Continue to secure Green Flag award

New signage that shows wider links / network of streets and open spaces + interpretation of the Grounds

Trimmed vegetation to highlight views / visibility into Grounds. Replace fence with something more in keeping





# Part five

## Short-term Management Strategy during Calverley Square development

### Management of the Grounds 2019 - 2023 (potential construction phase)

As outlined in the RIBA 3 draft Construction Management Plan and the approved RIBA 3 proposals for the Calverley Square Civic Development, the Grounds will see change during and after the proposed four year construction phase.

The management of this change and its effects on the Grounds requires careful consideration with a clear strategy in place before construction starts. This SMP intends to provide the strategic direction for how the construction management and detailed design can best integrate with the wider objectives and strategies for the Grounds.

This SMP can not provide all the detail as this will need to be included in the Construction Management Plan informed by the detailed design process and the discharge of planning conditions.

It is envisaged that this section (part five) will need to be reviewed following the completion and adoption of the final Detailed Design and Construction Management Plan for the Calverley Square Project.

### The Calverley Square Civic Development proposals:

*“The Civic Development has the dual aim of replacing the current obsolete Council Office and Assembly Hall Theatre, and enhancing the central area of the town by resolving the western edge of Calverley Grounds. It has the potential to offer a major step forward for Royal Tunbridge Wells, transforming the town centre and reinvigorating the culture life of both town and wider region”.*

Quote from the RIBA 3 DAS

The scheme’s landscape proposals seeks to create a setting for the two new buildings, which will enclose the western end of Calverley Grounds. The design of the landscape removes early to mid-20th Century municipal planting and introduces a simple arrangement of principally large native and near native trees. They frame the buildings, much in the same way as Burton’s scheme responded to the existing landscape when it was conceived.

The steeper slopes closer to the buildings and where access has to be limited because of the gradient, are proposed to be seeded with a mix of wildflower meadow grasses.

The western interface with Calverley Grounds will provide a continuation of the character of Calverley Grounds defined by its open green landscape with rolling landforms based on the Arcadian principles of Decimus Burton. It will act as a link between the new development and wider Calverley Grounds.

The new square will act as both an urban town square where occupiers and general public can walk through, sit, pause and access The Theatre and The Office buildings and as a main civic entrance to Calverley Grounds.

The Office Terrace will provide an accessible outdoor area where people are able to relax and engage with their immediate surroundings. Who and when the gates are opened and closed is yet to be confirmed.

The Calverley Square Project will change the western edge to the Grounds giving it a more defined and active edge. It will also have a large influence on the use of the Grounds both during construction and when the project is completed and operational.

It is envisaged that the new Theatre, Offices, public realm improvements and the underground carparking will bring more people into the Grounds.



Artists impression of the proposed development. Source RIBA Stage 3 Report



Artists impression of the proposed development. Source RIBA Stage 3 Report



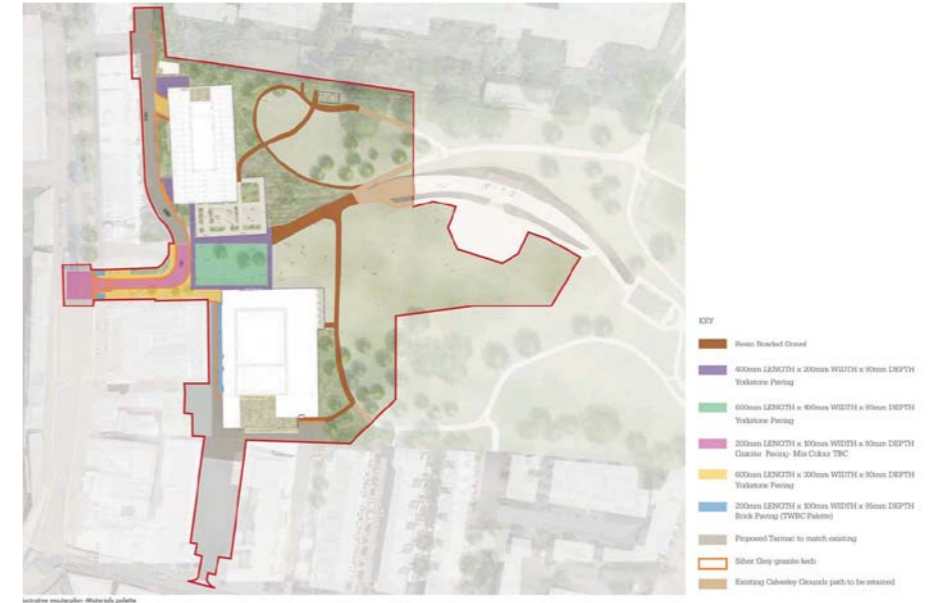
### Landscape proposals currently included in the Calverley Square Project

The development proposals include a number of changes to the western edge of the Grounds. These include:

- An enhanced entrance into the Grounds from the lowest part to the Grounds.
- An activated western edge.
- Extensive earthworks within the Grounds to create the underground carpark.
- New and enhanced paths from the new building that connect to the existing path network across Grounds.
- Relocating the Dowding memorial and providing a new setting for its relocation.
- Creating a new built structure within the Grounds close to the northern boundary (the underground carpark escape building).
- Creating a new access path to the south western corner of the Grounds.
- Removal of public toilets within the Grounds whilst providing toilets in the new Theatre building.
- Green walls and a new roof garden terrace.
- Removal of existing trees to enable to the development. This will be mitigated by planting new trees within the Grounds and the Calverley Square development area.
- An upgrade of the power supply within the Grounds, omitting the need for noisy generators during events.

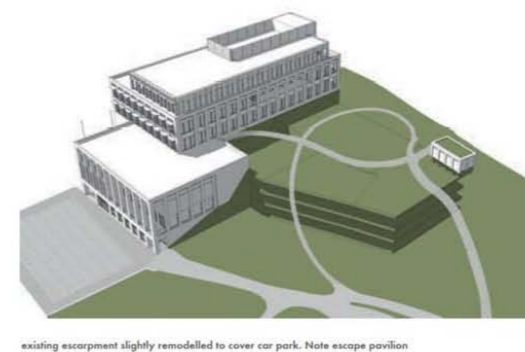
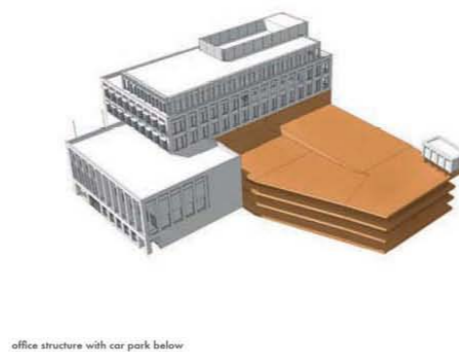


Landscape plan for the proposed development. Source RIBA Stage 3 Report



Landscape surfacing plan for the proposed development. Source RIBA Stage 3 Report.

Note that the paths works stop halfway along an existing path because of the project boundary line. This needs to be reviewed so the whole existing footpath is replaced / enhanced as part of the works.



Section showing underground carpark with the Grounds reinstated above. Source RIBA Stage 3 Report



## Management challenges in relation to Calverley Square Project

The detail of the specific management requirements will need to be defined and developed in relation to RIBA stage 4 designs and associated Construction Management Plan for the Calverley Square project. The detail of this will be agreed through the planning system.

It is envisaged that the following specific management issues and opportunities will be introduced because of the Calverley Square Project

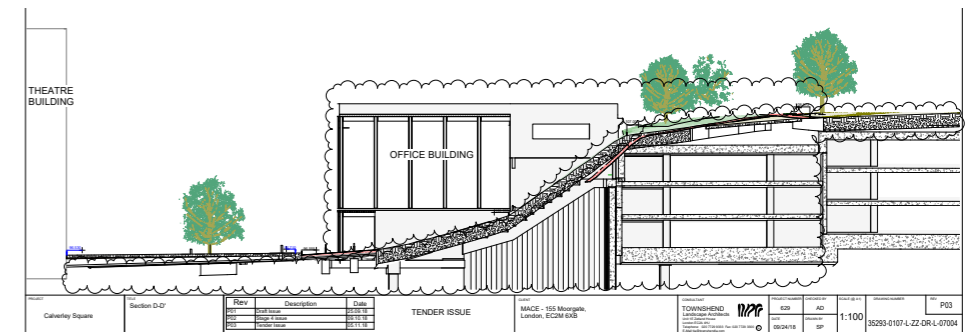
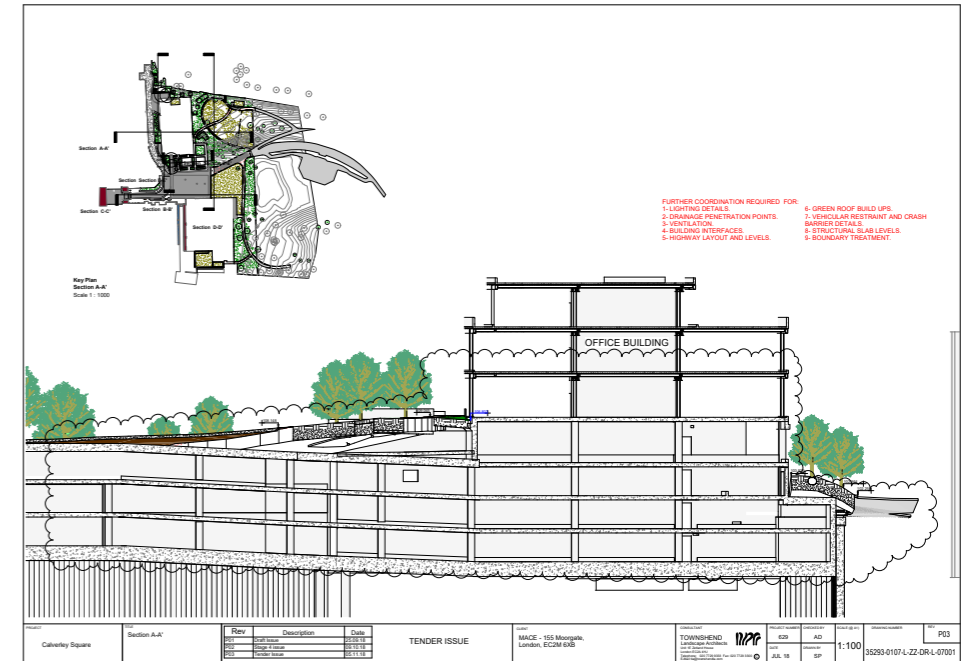
### During construction:

- Earth removal.
- Stock pile and compound area.
- Access issues (public, maintenance and deliveries).
- Impact on events space / events management.
- Dowding memorial relocation and its setting agreed and implemented.
- Storing and reuse of materials such as the natural stone wall and rockery stones.
- Tree protection.
- Communication about construction process.
- Removal of public toilets within the Grounds.
- Tying into existing path surfacing.
- Tying into existing grass and soft landscape areas.
- Encouraging use and access to the rest of the Grounds.
- Noise / vibration impact.
- Damage to existing infrastructure (paths, surfacing etc).
- Drainage - temporary and permanent changes.

- Displacement of anti-social behaviour.
- Grass establishment period.

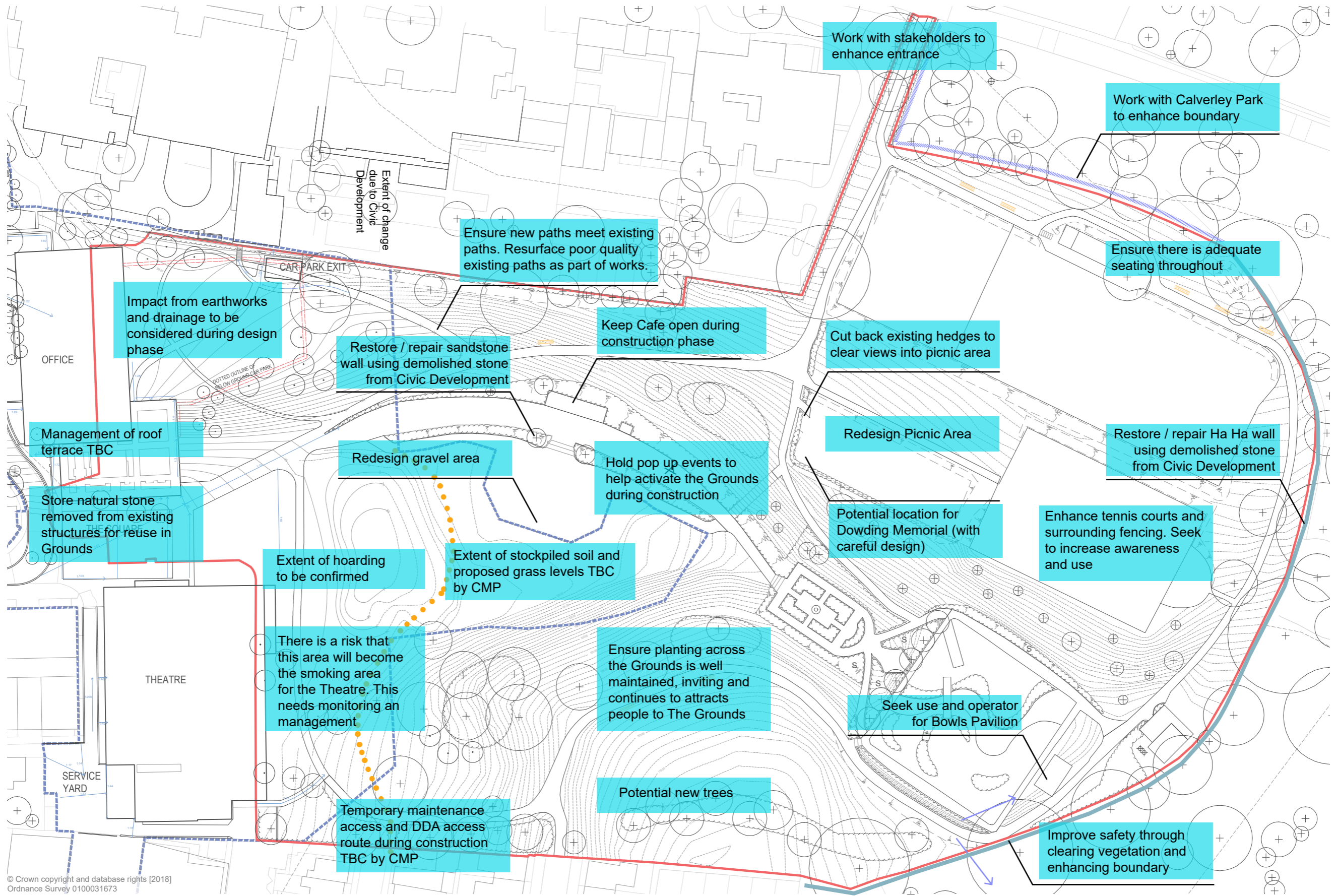
### Post completion:

- The proposed Theatre Café will have a terrace at ground level that will directly link to the Calverley Grounds via a new footpath. How often this access path and terrace is used and its impact on the Grounds infrastructure (such as the grass lawn and edges of the paths) is yet to be understood.
- The Office Terrace will be accessed from within Calverley Grounds. A lockable gate into the Terrace is proposed close to the Office building itself. Management of this gate is yet to be confirmed.
- The Office Terrace includes proposals for removable seating. Management of these are yet to be confirmed.
- Displacement of anti-social behaviour.
- The new meadow planting is positioned on relatively steep slopes near the Office building. Management and maintenance of these will need to be considered and factored into the management and maintenance plan.
- The development includes green walls / climbers and green roofs. These elements will require a different maintenance specifications than what is included in the current Sodexo spec.
- The Square includes granite seating walls. These may be prone to use by skateboarders.
- Management and monitoring planting above the underground carpark such as preventing some trees from getting too big, monitoring and improvements to soil condition and water availability, monitoring plant health and vigour.
- The park boundary changes.
- Allocated maintenance budget in relation to the changes is for one year.
- Landscape maintenance specification will need to be updated.



Cross sections through proposed offices, underground carparking and edge of Calverley Grounds. Source draft RIBA 4 by Townshend Landscape Architects.





© Crown copyright and database rights [2018]  
 Ordnance Survey 0100031673



**Other short term management**

In addition to the management of the Grounds during the Calverley Square Project construction phase, there are other strategies that will need to be in place to ensure the remainder of the Grounds (outside of the effected construction area) is well managed and maintained in the short term.

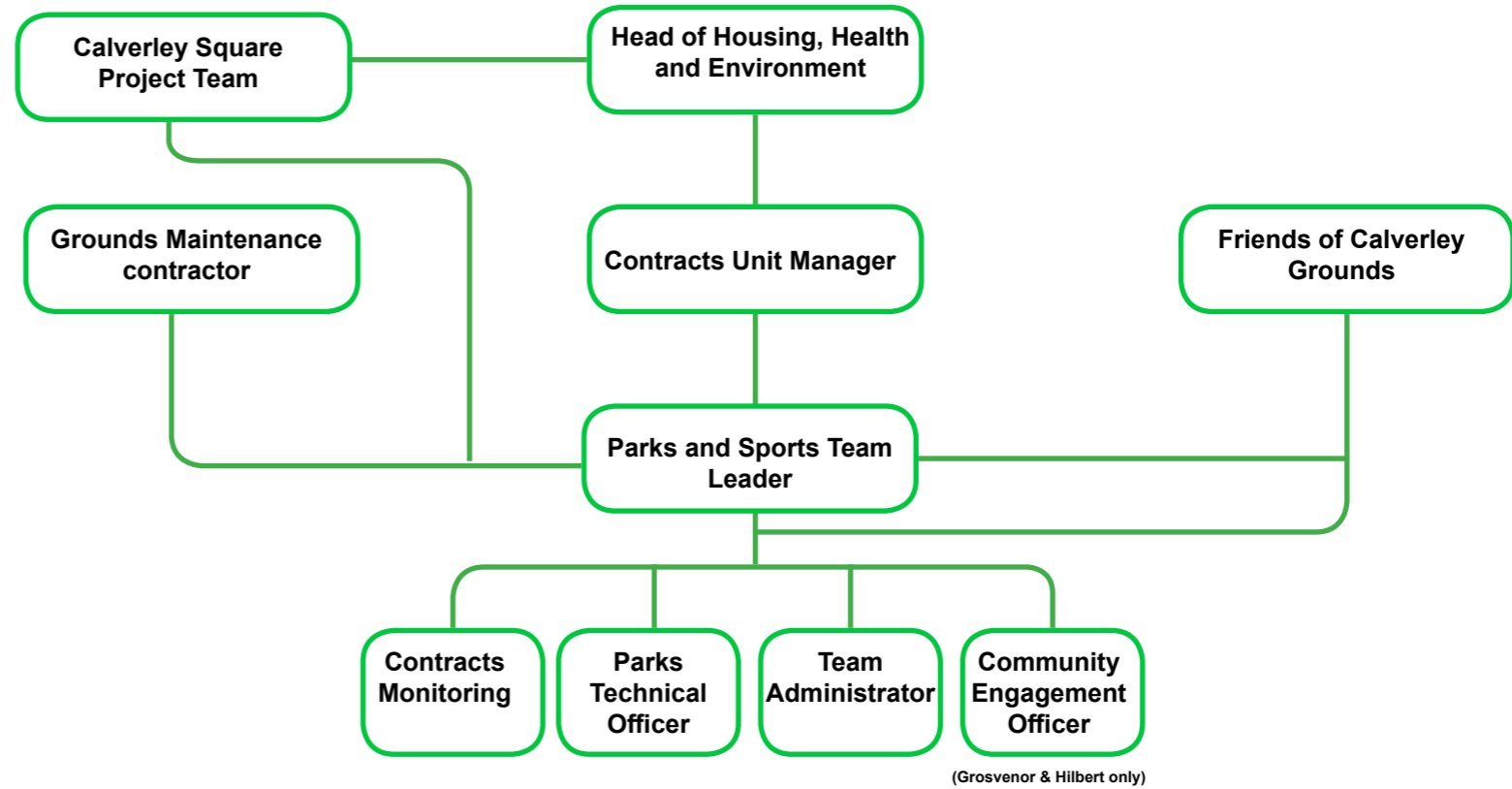
This includes addressing some of the identified management issues and challenges the Grounds face, such as:

- Vehicles entering the Grounds at the north entrance from Calverley Park private road.
- Parked vehicles by the tennis courts towards the eastern boundary.
- Vehicles using the self binding gravel area by the cafe as a turning circle or as a carpark.
- Clearing up litter after large events.
- Anti-social behaviour.
- Drug dealing and taking within the Grounds. Note that the north western edge of the Grounds is a hotspot for this activity. During construction this area will be hoarded off, potentially pushing the issues elsewhere within the Grounds (displacement).
- Public seating being removed and not replaced.
- Ongoing vegetation management.
- Retaining Green Flag Status annually.

It also encompasses other work underway or planned, such as:

- Refurbishment to the Bowls Pavilion.
- Seeking and agreeing a use for the Bowls Pavilion.
- A change in byelaws

**Management structure during construction phase**





## CALVERLEY GROUNDS STRATEGIC MANAGEMENT PLAN

### SHORT TERM MANAGEMENT STRATEGIES

Strategy ref:	Short Term Management Strategy description	Character Area	Key Policy Theme
STS 1	The detailed design and construction management plan for the Civic Development will consider this SMP, the planning conditions and ongoing dialogue and engagement with key stakeholders. The strategy and intent is for a smooth integration of the development within the Grounds. Note - Costs towards ongoing maintenance during the establishment of the new planting to be covered as part of the Civic Development project for 1 year. Following sign off of detailed design and discharge of the planning conditions in relation to the Civic Development, this SMP will need to be updated.	A, B and C	ALL
STS 2	Seek appropriate position and setting for Dowding Memorial during the construction phase. Engage with key stakeholders and clearly communicate the intention, constraints and available budgets for this relocation.	ALL	Heritage Community
STS 3	Seek to secure a tenant for the refurbished Bowl Pavilion	G	Recreation Community Heritage
STS 4	Seek to reuse appropriate material from the demolition of the existing stone retaining walls within the Grounds as directed by the planning condition.	ALL	Heritage Nature
STS 5	Seek to gain clarity on proposed levels for the events space + specification and maintenance specification for establishment	C	Nature Recreation
STS 6	To provide clarity and consistency for replacement and new furniture across the park, prepare a comprehensive park furniture strategy / guide. This should include consideration of the Civic Development furniture, signage, wayfinding and interpretation.	ALL	Recreation Heritage
STS 7	Review the Sodexo maintenance services specification based on the SMP, the final Civic Development design and maintenance agreements and the reviewed MMP.	ALL	ALL
STS 8	Review and enforce vehicle restrictions within the Grounds.	ALL	ALL
STS 9	Seek to prepare a site wide detailed survey. Update following completion of the Civic Development.	ALL	ALL
STS 10	Continue to undertake infrastructure repairs when identified	ALL	ALL
STS 11	Continue to hold the Ice skating event within the Grounds during the construction phase. Also seek to encourage smaller pop up events where possible.	ALL	Community
STS 12	Continue to survey species and habitats across the Grounds	ALL	ALL
STS 13	Seek to establish a Memorandum of Agreement towards the restoration and ongoing maintenance of the Ha Ha wall and boundary between the Grounds and the Park.	F	Heritage
STS 14	Continue to retain Green Flag status.	ALL	ALL
STS 15	To prepare a detailed Management and Maintenance Plan (MMP) based on this Strategic Management Plan and the agreed detailed Calverley Square proposals.	ALL	ALL
STS 16	Have a clear understanding and policy in place for the management of access onto the roof terrace (subject to planning).	A, B	Recreation Community
STS 17	Redesign the picnic area to open up views to reduce potential antisocial behaviour.	D	Community Recreation
STS 18	Seek to reduce the risk of flooding within the grounds where possible.	ALL	Nature



# Part six

## Long-term Management Strategies

### Long-term management of the Grounds following completion of the Calverley Square Project

Long terms management strategies seek to reinforce and deliver the strategic management objectives and policies for the Grounds.

These strategies reinforce the fact that Calverley Grounds is at the heart of the town and should continue to be managed accordingly. With the potential increase in use and awareness of the Grounds due to Calverley Square Project, the Grounds will only strengthen its status as a key civic role for Tunbridge Wells, its community and visitors.

One of the key assets of the Grounds is its multiple uses and function with a variety of permanent facilities available to the community. This needs to continue, be maintained and enhanced where needed. Facilities may also need to adapt to suit future demand. This includes areas such as the ballcourt and the existing picnic area. Both of these areas will require redesigning and investment to bring them up to standards suitable for a civic park. The tennis courts also require investment and potential re-use depending on future demand and management. The short-term strategy is to secure the funding, do the appropriate planning and design. The long-term is to implement and ensure its ongoing maintenance and management.

No doubt, the Calverley Square project will increase the numbers of people entering, moving through or using the Grounds. This needs to be carefully monitored and managed to ensure there is adequate infrastructure and maintenance in place.

The short-term strategy and the plans for the Calverley Square removes the existing public toilet facilities (both male and female) from the Grounds. Although public toilet facilities will be provided within the new Theatre building, this is a slightly different offer from the current provision of a toilet block within the Park.

However, also part of the short term strategy, a new (single DDA and family) public toilet facility is to be provided within the refurbished bowls pavilion. It is intended that this public toilet be predominately for users of the playground. The use and pressure on this single public toilet facility within the Grounds will need to be monitored long-term. The management of this toilet will be linked with tenancy agreement of the Bowls Pavilion.

Green Flag status should be retained and used as a benchmark for the parks standards. Advice from the Green Flag evaluation feedback needs to be considered and actioned if feasible.

Events should continue to be hosted in the Grounds as these help reinforce the civic role of the Grounds and help attract people to the Town. The type of events and the management of these will continue to require carefully consideration of the adjoining residents.

Post construction of Calverley Square, It is recommended that the 'maximum five large events a year' policy continues. However, it is also recommended that there be a review on how the events generate specific revenue or in-kind costs for the Grounds and its impact from the events (such as litter clear up or damage to infrastructure). A proper business case will need to be prepared to help calculate what this is and how it's rolled out.

Feedback from the community and through observations tells us that the central events space is not used to its best capacity outside of the five events a year. There needs to be a strategy in place that seeks to put the area to better daily use. This needs to be considered in the context of the Calverley Square development, the cafe and the events requirements.

Some of the heritage features in the Grounds are lost, hidden, understated or require restoration. This includes the ha ha wall boundary between Calverley Park and The Grounds. Although owned by Calverley Park, the wall faces into the Grounds. A long term strategy needs to be in place to help protect this asset. It is likely to require both TWBC and Calverley Park to work together on this plan and its implementation.

The old Bowls Pavilion is due to be refurbished and re-purposed as a short term strategy. In addition to this, there needs to be longer term strategies and actions in place to protect and maintain this heritage asset.

Hotel du Vin have shown a keen interest in strengthening the visual and physical connection between the Hotel's grounds and Calverley Grounds. This is welcomed as it provides an opportunity to restore the heritage connection between the Grounds and the Hotel. Management of access and maintenance of any boundary treatment will need to be worked through and agreed by all parties.

The grounds already provide a variety of trees, shrubs and ornamental planting with annual interest and change. This is considered a real asset to the Grounds and should be continued long-term. However there is a need for a comprehensive planting framework to be prepared to help clarify the ongoing demand on maintenance and budgets. Future planting design will incorporate native species if applicable and the appeal to wildlife (including those that provide winter nectar, berries and shelter). Some planting will provide ornamental and cultural appeal to provide year round interest in the park. The intention shall be to create as interesting and attractive an environment as feasible and to provide improved habitats for wildlife. Careful consideration of the cost of ongoing management and maintenance of any new planting will need to be assessed and agreed prior to implementation. Preparing a comprehensive planting framework will help explore and define this.

Other than the surface water drainage issues close to the Tennis Courts and Playground there isn't any current issues with flooding within the Grounds today. However, with the alterations to the grounds to the west of the Grounds from the Calverley Square Project (underground carpark), drainage and ground water flow may change over time. At the time of writing this SMP, this is something that is being considered as part of the Calverley Square Project. In the context of sustainable urban drainage systems, a more detailed strategy will be considered that seeks to reduce run off and pressure further down the catchment.

All trees are surveyed annually and the information recorded electronically with detailed information on each individual tree noting condition and maintenance history. The survey is undertaken by the Parks Technical Officer identifying any works needed and the frequency of re-inspections. Trees are also inspected during the summer and after any significant weather events (e.g. following storms). All tree work is carried out by external contractors under ad-hoc fixed price contracts in order to maintain tree health, safety and good form or in response to justified complaints or requests.

TWBC's policy is to only remove trees when necessary to protect public safety and property, any trees removed are replaced in consultation with the local community.

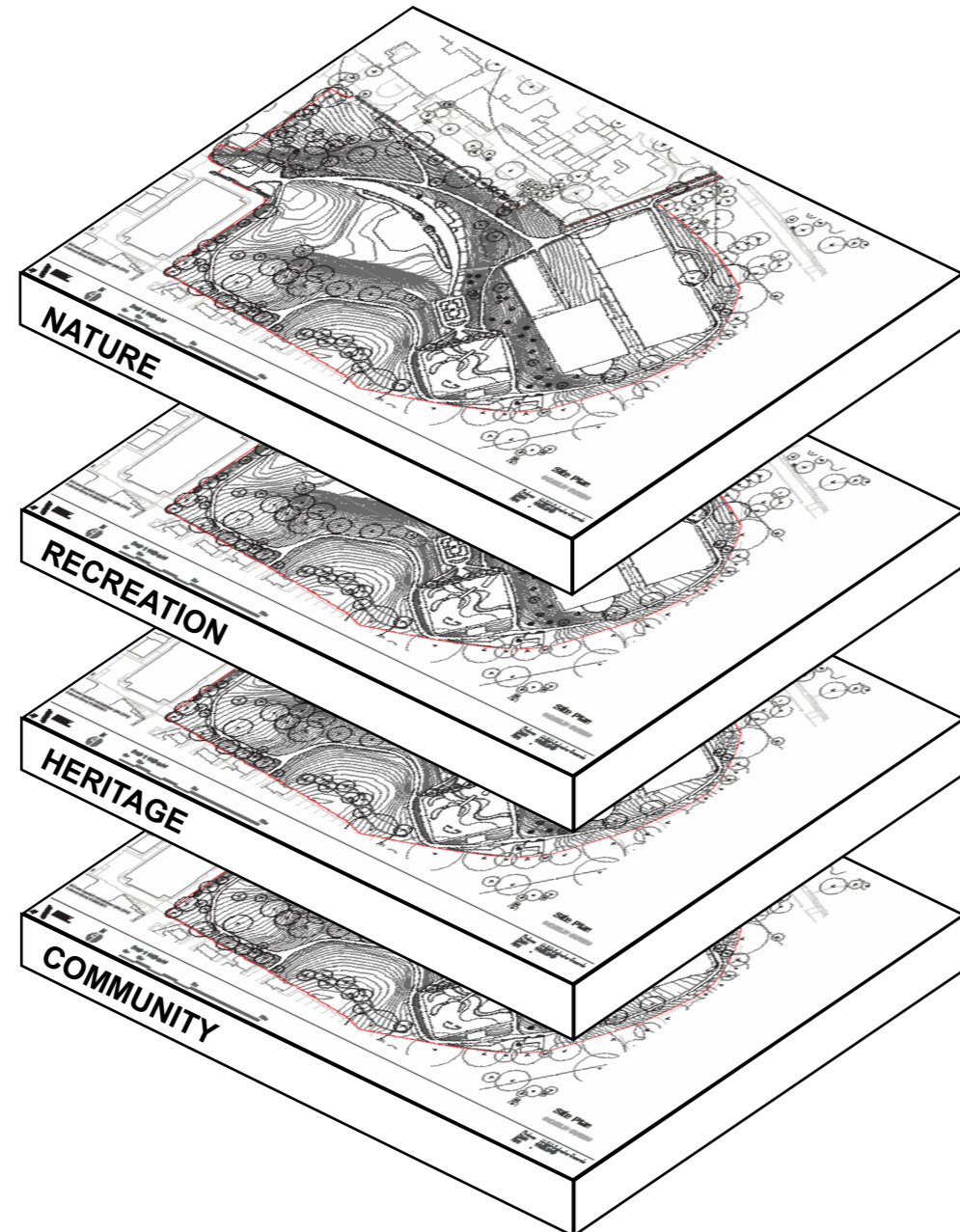


## LONG TERM STRATEGIC MANAGEMENT

We know that the Grounds already provide an important green space that promotes health, well-being and happiness to those who visit and use it. It is essential that the long term strategies and actions continue to fulfil this an objective.

Ultimately these long term management strategies will:

- Enhance and celebrate nature across the Grounds
- Enable and encourage recreation across the Grounds
- Enrich and reveal the heritage across the Grounds
- Engage and empower the community that use the Grounds



### OUTCOMES FROM DELIVERING THE LONG TERM STRATEGIES

The Grounds will have an enhanced habitat for local wildlife. People who visit the Grounds will be aware and engaged with this and will notice an increase in biodiversity and the importance that nature can bring to the town.

Existing recreation facilities are well maintained and continue to be available and promoted for community use. The Grounds will also offer and increase in its recreation and leisure opportunities that are well designed and fit for purpose.

Local Heritage of the Grounds and the wider listed Calverley Park will be revealed through sensitive interpretation, restoration and protection.

The existing and future community of Calverley Grounds will be engaged and empowered to be involved in its day to day and strategic management. Visitors to the Grounds will be delighted and will wish to return the Grounds.



The success of these objectives rely on careful ongoing communication and liaison between those who are involved in delivering them.

Some of the long term strategies relate to specific areas within the Grounds (illustrated on site specific long-term management strategies plan), others are more general and relate to the entire Grounds and its future management.

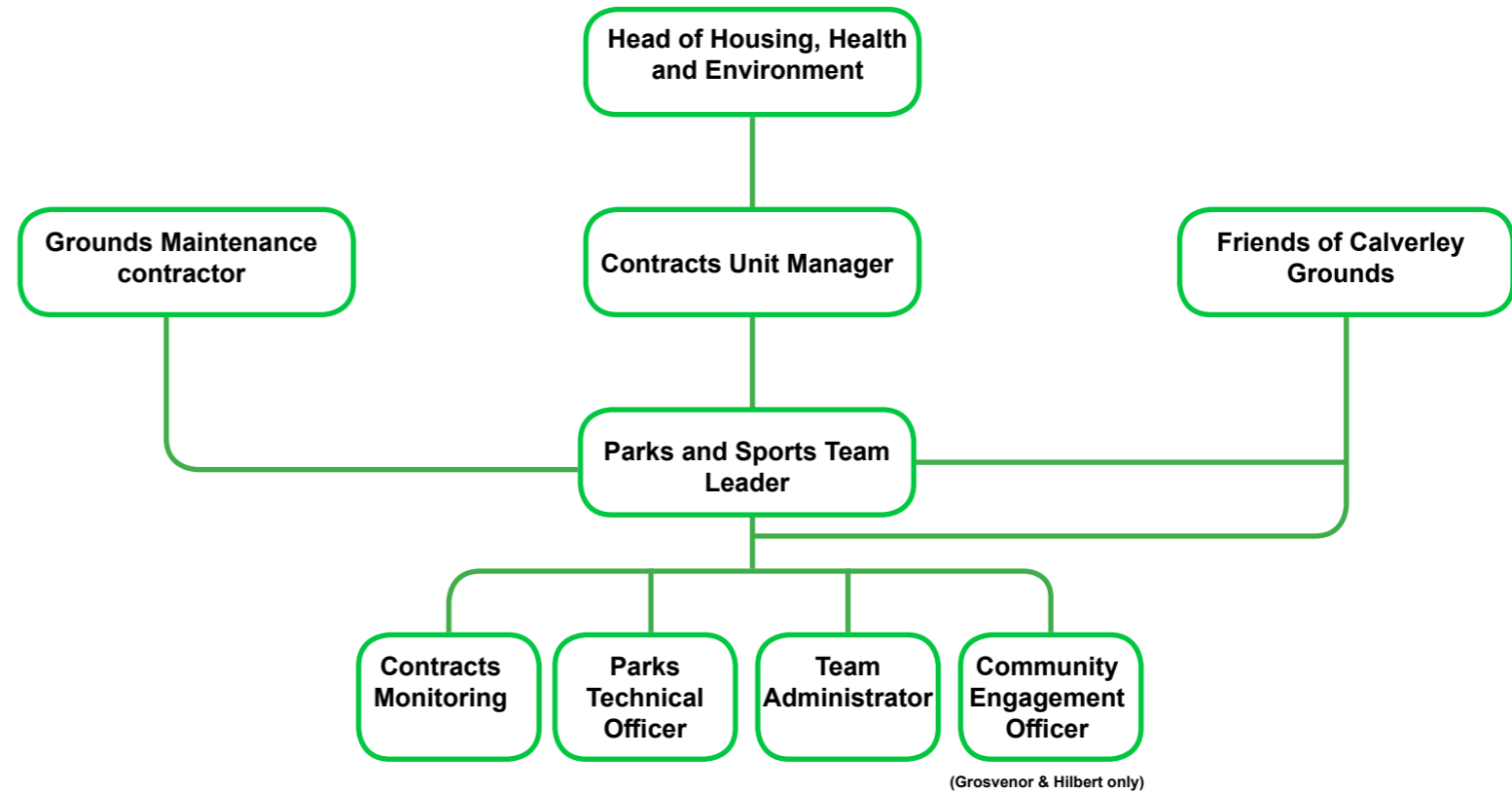
Calverley Grounds has not been reflected by any marketing plans in the past, however, some minor promotion has taken place on the Council web site. The Council promotes events and activities in the park e.g. The Mela when required through the Councils web pages and local media. There is a need to promote the park through park signs at the main entrances and by highway street signage to direct visitors to the park. The Friends promote local community events via the café and the Friends notice board in the park. There is a long-term strategy to improve the marketing and promotion of the Grounds. Especially in the context of changes the Grounds will see on its western boundary following completion of the Calverley Square Civic Development.

### Maintenance

How the Grounds are maintained is essential in delivering the vision and implementing the long term management strategies and policies.

The MMP and service specification will be updated to reflect the objectives and strategies.

### Long-term management structure for Calverley Grounds





## CALVERLEY GROUNDS STRATEGIC MANAGEMENT PLAN

### LONG TERM MANAGEMENT STRATEGIES

Strategy ref:	Long term management strategy description	Character Area	Key Policy Theme
LTS 1	Implement the Management and Maintenance Plan (MMP)	ALL	ALL
LTS 2	Continue to retain Green Flag status every year.	ALL	ALL
LTS 3	Monitor the reviewed / updated maintenance services specification and the management of this.	ALL	ALL
LTS 4	Review and update lease agreements with cafe, croquet club etc when the current leases provide it	C	Recreation
LTS 5	Continue to enforce vehicle restrictions within the Grounds	ALL	ALL
LTS 6	Establish better design processes for potential enhancement projects	ALL	ALL
LTS 7	Continue to survey species and habitats across the Grounds	ALL	ALL
LTS 8	Continue to undertake infrastructure repairs when identified	ALL	ALL
LTS 9	Have a clear framework and plan for vegetation management including planting, trees and grass cutting	ALL	ALL
LTS 10	Provide and maintain a better ballcourt facility.	D	Recreation
LTS 11	Provide and maintain a better picnic area with views, seating, planting and heritage interpretation	D	Recreation Community
LTS 12	Increase community activities and talks in the Grounds such as nature walks, night time bats talks, corporate challenge days, heritage trails etc	ALL	Community
LTS 13	Activate under-used spaces when the Grounds are in higher capacity with mechanisms such as pop up seating or games	ALL	Community
LTS 14	Continue to make the Grounds safe and keeping the risk register up to date	ALL	Community
LTS 15	Monitor the use of the new public toilet in the Bowls Pavilion.	G	Community
LTS 16	Increase wildflower meadow planting areas	ALL	Nature
LTS 17	Increase areas of sensory planting	C, D, G and H	Nature Community
LTS 18	Prepare and implement signage and wayfinding strategy	ALL	Recreation Community
LTS 19	Prepare and implement lighting strategy.	ALL	Community
LTS 20	Review this SMP, its strategies and its actions annually and update in year 5 (2023)	ALL	ALL



# Part seven

## Implementation Action Plan

### Implementation through action plans:

This SMP outlines specific actions that will help deliver the vision, short and long term strategies over the next 10 years.

Further actions may be considered and added to the action plans. New actions should be considered and assessed against the policy themes and strategic objectives within this Strategic Management Plan. This will ensure they are seeking to help deliver the shared Vision for Calverley Grounds.

### Monitoring and Review :

The Action Plan should be reviewed following the completion and approval of the detailed design for the Calverley Square Project. Thereafter it should be reviewed at least annually.

The action plan is a working document that will require updating as actions are delivered and new ones identified.

Page 42

### Key stakeholders in delivering this action plan:

- TWBC - Tunbridge Wells Borough Council  
(including the new Theatre).
- FoCG - Friends of Calverley Grounds
- CPRA - Calverley Park Residents Association
- RTWCC - Royal Tunbridge Wells Croquet Club
- Cafe - Calverley Grounds Cafe
- Bowls - Bowls Pavilion tenant
- HdV- Hotel du Vin
- CC/CPT - Calverley Crescent and Calverley Park Trust

### How and when to implement the actions:

The Action Plan provides a comprehensive list that can be worked through and implemented between 2019 to 2029.

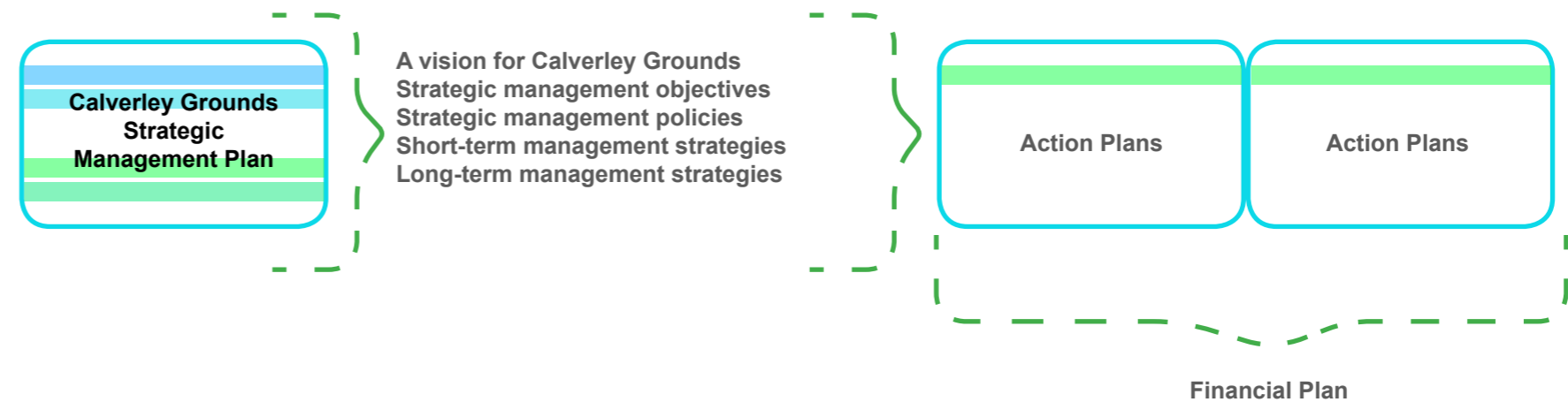
For the purpose of the SMP, actions have been given a priority and a suggested start date (year) rather than a specific timeframes of programmes. Some tasks may take longer to complete than others.

'Quick wins' have been identified as these actions are seen to be either high priority to help start the delivery of this management plan, or actions that already have momentum towards delivery.

The Action Plan includes a description of what success might look like for each of the strategic actions and reference to the key Policy Theme and Character Area. Some actions apply to all areas and help a multiple of policies.

### Funding Opportunities:

Specific funding opportunities should be explored based on the actions outlined in the SMP.





## CALVERLEY GROUNDS STRATEGIC MANAGEMENT PLAN

### ACTION PLAN

Action ref	Action	Who	What success might look like	Character Area	Key Theme	Priority	Start in year
AP1 <b>Q</b>	Commission a comprehensive topographic survey of the Grounds (to be added to the topographic survey completed for the Civic Development site).	TWBC	A comprehensive detailed record of the current Grounds.	ALL	ALL	High	2019
AP2	Commission / Prepare comprehensive detailed plan(s) based on detailed topographic survey for the entire Grounds.	TWBC	A detailed master plan for enhancements	ALL	ALL	High	2019
AP3 <b>Q</b>	Seek out an occupant / operator of the old Bowl's Pavilion building following its restoration and refurbishment.	TWBC	A successful re-purposed pavilion with regular use and activity that complements the Adventure playground and wider offer within the Grounds, whilst protecting the heritage asset of the building.	G	ALL	High	2019
AP4 <b>Q</b>	Remove existing hedges around picnic area to open up views and improve safety (link this to the potential redesign of the picnic area and relocation of the Dowding Memorial).	TWBC	Reduced antisocial behaviour.	D	Community	High	2019
AP5	Prepare a comprehensive plan that aims to relax the mowing regime in areas with potential for enhanced biodiversity. Use this plan to monitor maintenance and management.	TWBC/ RTWCC	Increased biodiversity across the Grounds	ALL	Nature	High	2020
AP6 <b>Q</b>	Update TWBC website to include aspiration of this SMP.	TWBC	Community aware of and engaged in the implementation of the SMP	ALL	Community	High	2019
AP7	Champion the aspirations and actions within this SMP.	TWBC / FoCG/ others	Community aware of and engaged in the implementation of the SMP	ALL	Community	High	2019
AP8	Develop a marketing and communication plan for Calverley Grounds.	TWBC	Better awareness of the Grounds Heritage and its current and future use	ALL	Community	High	2020
AP9	Prepare annual risk assessment.	TWBC	Updated risk assessment	ALL	ALL	High	2019
AP10	Redesign the area where the bandstand stood. Consider replacement of the self binding gravel to grass. Consider interpretation and revealing the heritage of this part of the site by marking out the footprint of the bandstand or the original tea house.	TWBC	An improved lawn area. Better understanding of the history of this site and its use. Increase in daily use of the space outside the cafe	C	Recreation Heritage Community	High / Medium	2020
AP11	Work with the residents of Calverley Park to identify a restoration and improvement plan and programme for the Ha Ha wall and boundary between the Park and Grounds. Seek to reuse stone from Calverley Square Project. Consider replacing wire mesh fence with estate rail where visible and to help define boundary whilst open views and reducing risk of antisocial behaviour in existing vegetation.	TWBC / CPRA/ CC/CPT	A clear plan in place for restoring the Ha Ha. Then a restored Ha Ha wall heritage asset.	F	Heritage	High / Medium	2020

**Q** = quick win



**CALVERLEY GROUNDS STRATEGIC MANAGEMENT PLAN**

**ACTION PLAN Continued**

Action ref	Action	Who	What success might look like	Character Area	Key Theme	Priority	Start in year
AP12	Explore opportunities to activate under-used spaces (outside of events). Consider 'pop up' and temporary furniture such as deck chairs and bean bags during summer months. Monitor wear and tear and adjust locations if needed.	TWBC / FoCG / Cafe / RTWCC	More people using under-used spaces	C, G, I	Community Recreation	Medium	2020
AP13	Establish a nature talks programme throughout the year including bees, moths and potentially bats.	TWBC / FoCG / Bowls	More people engaged with and aware of nature	ALL	Community Nature	Medium	2020
AP14	Prepare a tree management plan which would show succession planting. Base this on an up to date tree survey and assessment.	TWBC	A clear tree succession planting plan with clear timeframes and costs	ALL	Nature	Medium	2020
AP15	Improve the sandstone wall by the rose garden using reused stone from Calverley Square project.	TWBC	Enhanced rose garden by cafe and events space.	C	Heritage	Medium	2019
AP16	Improve the sense of arrival into the Grounds from the southern access points. Consider vegetation pruning, removal and redesign to help with visibility and safety.	TWBC	Safe and welcoming entrances into the Grounds from the south	I	Recreation Community	Medium	2021
AP17	Redesign Picnic Area to include new seating, interpretation, viewing areas, removal of existing hedges and enabling better access. Potential include new fitness equipment or an alternative recreation provision.	TWBC / FoCG	An enhanced picnic area with better seating, viewing areas completion ahead of the completion of the Civic Development	D	Community / Recreation	Medium	2019
AP18	Redesign the ballcourt area to increase offer and upgrade facility. Consider changing to a MUGA.	TWBC / FoCG	Multi-functional and increase of use of the ballcourt area	D	Recreation / Community	Medium	2025
AP19	Prepare a signage and way-finding strategy and implement, including removal of existing. Consider proposed Civic Development, the wider links to Town Centre and Grove Park. Consider heritage and local stories / information.	TWBC	Clear, simple and integrated signage within the Grounds that links to a wider network. Minimise clutter and ongoing maintenance burden.	ALL	Recreation / Community	Medium	2020
AP20	Enhance northern entrance and boundary between Calverley Park and Grounds.	TWBC / CPRA/ CC/ CPT	A safe and welcoming entrance into the Grounds from the North	E	Recreation / Heritage	Medium	2025
AP21	Prepare an over-arching material palette strategy and guide for the Grounds. This guide should clearly articulate the furniture, fences, surfacing and structure and provide a colour guide and plant species list.	TWBC	A clear detailed guide for any replacement furniture or infrastructure to ensure consistency and quality thought out.	ALL	ALL	Medium	2019
AP22	Redesign and enhance area around service yard by playground and bowl pavilion . Improve visibility of ha ha wall, Calverley Park and design with crime prevention in mind.	TWBC / CPRA	An enhanced area for children and adults. Better screening around service yard.	G,F	ALL	Medium	2023
AP23	Replace Tennis fence and review the condition of the surfacing (resurface if needed). Consider replacement of croquet club fence at same time.	TWBC / RTWCC	A better quality tennis facility Better quality fences.	D	Recreation	Medium	2019

Page 41



**CALVERLEY GROUNDS STRATEGIC MANAGEMENT PLAN**

**ACTION PLAN Continued**

Action ref	Action	Who	What success might look like	Character Area	Key Theme	Priority	Start in year
AP24	Improve drainage issues in the east side of the park by the Tennis Courts and Playground.	TWBC	Improved drainage through a SuDS approach	F, G	Nature Recreation	Medium	2024
AP25	Review and update commemorative bench policy.	TWBC	New benches with zero capital of revenue cost to TWBC	ALL	Recreation Community	Medium	2022
AP26	Review the commemorative tree policy and tie this in with the tree management and succession plan.	TWBC	A new tree stock with zero cost to TWBC?	ALL	Nature Community	Medium	2025
AP27	Promote and facilitate Corporate challenge days.	TWBC	Local businesses using the Grounds, learning about it heritage and helping look after it	ALL	ALL	Low	2025
AP28	Provide temporary public toilets during the construction of the Calverley Square Project.	TWBC	Public toilet provision throughout construction	A	Community	High	2019
AP29	Uplift in quality of the cafe building / structure and its surroundings / settings.	TWBC / Cafe	An improved environment in the centre of the Grounds	C	Recreation / Community / Heritage	Medium	2025
AP30	Prepare a conservation management plan (CMP) for the Grounds.	TWBC	A clear plan for conservation that also reflect the MMP and any agreed / planned enhancements	ALL	Heritage	Medium	2020
AP31	Establish Gardening classes for the community.	TWBC / FoCG	Community groups in the Grounds learning about gardening but also helping maintain the and enhance the Grounds	ALL	Community Nature	Medium / Low	2020
AP32	Create a health and fitness trail with the Grounds. Consider outdoor gym fitness equipment that is design and coloured in a sympathetic way for a Heritage Park.	TWBC / FoCG	A wide range of ages using outdoor fitness equipment	D, F, G , I	Recreation Community	Medium Low	2020
AP33	Work with Hotel du Vin owners to consider better physical and visual connections between the Grounds from the Hotel's grounds.	TWBC / HdV	Re establishing the historic connection between the Grounds and the Hotel	B	Heritage / Community	Low	2024

Q = quick win



