

Lewisham Beckenham Place Park Regeneration



An Interactive Qualifying Project

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Abstract

The Lewisham Council is currently regenerating Beckenham Place Park to increase its social value for the surrounding community. Our team assisted the Council in this process by determining the current social value of the park, harnessing the best practices for volunteerism, and justifying investment in the park. Based on the findings from our methodology, we created an argumentative brief to justify current and future investment in Beckenham Place Park, while also providing recommendations to the council for enhancing the regeneration and incorporating volunteer efforts.

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Table of Contents

Abstract	ii
Acknowledgements	iii
Table of Contents	iv
Table of Figures	vi
Table of Tables	vii
Table of Authorship	viii
Executive Summary	1
Chapter 1: Introduction	6
Chapter 2: Background and Literature Review	8
2.1 Defining and Measuring Social Value in Parks	8
2.2 Historic Preservation and the Applications of Historic Buildings	10
2.3 Understanding Volunteerism in Parks	12
2.4 Green Space in United Kingdom Communities	13
2.5 Park Regeneration Projects	15
2.6 History and Future Regeneration of Beckenham Place Park	16
Chapter 3: Methods	21
3.1 Objective 1: Establish and implement a method for assessing Beckenham Place Park’s evolving social value	21
3.2 Objective 2: Identify beneficial practices for harnessing volunteerism in Beckenham Place Park	25
3.3 Objective 3: Justify short-term and continual investment in the park by highlighting the park’s value for the community	26
Chapter 4: Results	29
4.1 Beckenham Place Park’s evolving social value	29
4.2 Beneficial practices for harnessing volunteerism in Beckenham Place Park	43
4.3 Justification for short-term and continual investment in Beckenham Place Park	51
Chapter 5: Recommendations	55
5.1 Enhancing design stage III	55
5.2 Harnessing volunteer efforts	59
5.3 Justifying funding for the park regeneration	61
Chapter 6: Conclusion	63

References	64
Appendix	68
Appendix A: Images of Danson House in Danson Park after the restoration	68
Appendix B: Information about the regeneration for consultation events	70
Appendix C: Survey questions administered to participants	72
Appendix D: Sample interview script and questions for park volunteer groups	76
Appendix E: The assessment strategy for our methodology	78
Appendix F: Results from the observational study.....	81
Appendix G: Additional results from the survey data	86
Appendix H: Transcription of interview with Volunteer #1	99
Appendix I: Transcription of interview with Volunteer #2	102
Appendix J: Transcription of interview with Volunteer #3	104
Appendix K: The “Support & Guidance” pages of the volunteer handbook provided by Sydenham Garden	107
Appendix L: The argumentative brief for the Lewisham Council	109

Table of Figures

Figure 1: The frequency of people in studied regions visiting green spaces (Swanwixk et al., 2003).	14
Figure 2: The master plan proposed by the Lewisham Council for the regeneration of Beckenham Place Park. The key at the bottom left of the figure shows both the existing amenities and the proposed amenities, including new play areas and bike tracks (Lewisham Council, 2014). See Appendix B for a detailed description of each aspect of the regeneration plan.	19
Figure 3: This is the map of the visitor observation route for Beckenham Place Park. The red path shows the main area of observation. The brown paths in the woodland areas were also utilized to observe the center of the park (Lewisham Council, 2014).	24
Figure 4: Age of 229 survey participants.	31
Figure 5: The distribution of 246 answers on the condition of Beckenham Place Park.	33
Figure 6: The frequency of park visitation for Beckenham Place Park based on 254 responses.	33
Figure 7: The distribution of reasons for visiting Beckenham Place Park based on 245 responses.	34
Figure 8: The interest in outdoor activities in Beckenham Place Park post-regeneration based on 253 responses.	36
Figure 9: The interest in events and activities in Beckenham Place Park post-regeneration based on 245 responses.	37
Figure 10: The frequency of visits to the park based on age. Each age group from the survey is represented. A total of 219 participants that reported their aged also reported on their frequency of visitation.	40
Figure 11: The perceived quality of the park against frequency of visitation. A total of 241 participants that reported their opinion about the quality of the park also reported on their frequency of visitation.	41
Figure 12: The interest in volunteer activities for Beckenham Place Park based on 92 responses. This figure excludes the “not interested” option.	44
Figure 13: The likelihood to volunteer based on gender. A total of 153 participants that reported their gender also reported their likelihood to volunteer.	45
Figure 14: The likelihood to volunteer based on age. A total of 92 participants that reported their age also reported their likelihood to volunteer. This figure excludes those that ticked “not interested.”	46
Figure 15: The percentage of respondents that ticked “not interested” based on age. A total of 61 participants ticked this option. The numbers in parentheses underneath the bars represent the total number of participants in this age group.	47
Figure 16: The average number of volunteer options ticked based on age. A total of 92 participants ticked these options. The numbers in parentheses underneath the bars represent the total number of participants in this age group.	48
Figure 17: The standard deviation of the number of volunteer options ticked based on age. The numbers in parentheses underneath the bars represent the total number of participants in this age group.	49

Table of Tables

Table 1	9
Table 2	17
Table 3	29
Table 4	30
Table 5	32
Table 6	52
Table 7	53
Table 8	55
Table 9	59
Table 10	61

Table of Authorship

Chapter and Section Number	Primary Author(s)
Executive Summary	Alexandra Czamara
Introduction	Alexandra Czamara
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2.1 Defining and Measuring Social Value	Alexandra Czamara, Carl Pierce, Alexis Sturgis
2.2 Historic Preservation and the Applications of Historic Buildings	Alexandra Czamara, Alexis Sturgis
2.3 Understanding Volunteerism in Parks	Andrew Dunne, Alexis Sturgis
2.4 Green Space in United Kingdom Communities	Andrew Dunne
2.5 Park Regeneration Projects	Carl Pierce, Alexis Sturgis
2.6 History and Future Regeneration of Beckenham Place Park	Alexandra Czamara, Andrew Dunne, Alexis Sturgis
Chapter 3 Methods Introduction	Alexandra Czamara, Alexis Sturgis
3.1 Objective 1: Establish and implement a method for assessing Beckenham Place Park's evolving social value	Alexandra Czamara, Carl Pierce, Alexis Sturgis
3.2 Objective 2: Identify beneficial practices for harnessing volunteerism in Beckenham Place Park	Andrew Dunne, Alexis Sturgis
3.3 Objective 3: Justify short-term and continual investment in the park by highlighting the park's value for the community	Andrew Dunne, Carl Pierce
Chapter 4 Results Introduction	Alexandra Czamara
4.1 Beckenham Place Park's evolving social value	Alexandra Czamara, Carl Pierce
4.2 Beneficial practices for harnessing volunteerism in Beckenham Place Park	Andrew Dunne, Alexis Sturgis
4.3 Justification for short-term and continual investment in Beckenham Place Park	Carl Pierce
Chapter 5 Recommendations Introduction	Alexandra Czamara
5.1 Enhancing design stage III	Alexandra Czamara, Carl Pierce

5.2 Harnessing volunteer efforts	Andrew Dunne, Carl Pierce, Alexis Sturgis,
5.3 Justifying funding for the park regeneration	Carl Pierce
Chapter 6 Conclusion	Alexandra Czamara, Alexis Sturgis
References	Alexandra Czamara, Andrew Dunne, Carl Pierce, Alexis Sturgis
Appendix A	Lewisham Council
Appendix B	Lewisham Council
Appendix C	Andrew Dunne, Carl Pierce
Appendix D	Andrew Dunne, Carl Pierce
Appendix E	Alexandra Czamara, Andrew Dunne, Carl Pierce, Alexis Sturgis
Appendix F	Andrew Dunne
Appendix G	Andrew Dunne
Appendix H	Alexis Sturgis
Appendix I	Alexis Sturgis
Appendix J	Alexis Sturgis
Appendix K	Sydenham Garden
Appendix L	Carl Pierce, Alexis Sturgis

Executive Summary

Beckenham Place Park is the largest green space in the London borough of Lewisham at 96 hectares. The park dates back to the 18th century when John Cator owned the estate and built the Beckenham mansion. Today, the park contains an 18-hole golf course and ancient woodlands, and the mansion functions as both a cafe and clubhouse. In 2014, the Lewisham Council received £4.9 million from the Heritage Lottery Fund to regenerate Beckenham Place Park to increase its value for the community after previous studies showed that there were net losses associated with the golf course because of maintenance costs and low visitation. Since then, the Lewisham Council secured an additional £3.9 million from other funding sources for the regeneration project, for a total of £8.8 million. The regeneration plans involve adding new amenities to the park to attract a wider variety of visitors and make the park inclusive to all segments of the community. The goals of the regeneration project are to increase the social value of the park for the community and encourage volunteer efforts in the park, as well as justify future funding for the renovation of the Beckenham mansion.

Social value relates to how organizations add to the social, economic, and environmental prosperity of a community. The concept of social value is vague and is measured differently depending on the type of analysis being conducted. Combining qualitative and quantitative information regarding social value allows for multiple perspectives, which is useful for evaluating a park environment. Volunteer efforts are significant for parks because they engage the community while also compensating for low park budgets. In order to increase volunteerism, it is necessary to understand the motivation behind the practice and the factors that contribute to successful volunteer work. Historic buildings like Beckenham mansion play a significant role in adding to the overall social and cultural value of a community, making renovations a productive investment.

Our team sought to propose a strategy for the Lewisham Council to evaluate how the public values Beckenham Place Park, with particular consideration to social value and volunteerism. We created three primary objectives for this project:

- Establish and implement a method for assessing Beckenham Place Park's evolving social value.

- Identify beneficial practices for harnessing volunteerism in Beckenham Place Park.
- Justify short-term and continual investment in the park by highlighting the park's value for the community.

To achieve these objectives, we collected and analysed data using four methods:

- Observational studies in Beckenham Place Park
- Survey distribution to residents in the surrounding boroughs
- Interviews with volunteers
- Situational analysis incorporating other park and historic building regenerations

We used a combination of observational studies and survey distribution to accomplish the first objective of assessing the park's social value. The observational study allowed us to assess who currently comes to the park and the activities that are popular among visitors. The survey enabled us to get direct information from the public regarding attitudes towards the proposed park regeneration plans. We conducted the observational study on different days throughout the week and weekend, and recorded information during non-consecutive hours. We distributed surveys at consultation events organized by the Lewisham Council where we discussed regeneration plans with surrounding residents.

For the second objective, we organized interviews with volunteer groups involved in both Beckenham Place Park and other organizations. Interviews elicited detailed information from primary sources regarding the factors that contribute to successful volunteer efforts. By targeting outside organizations, we assessed how external sources view Beckenham Place Park and discussed their suggestions to encourage volunteerism in the park.

In order to justify short-term and continual investment in the park, particularly regarding the Beckenham mansion, we conducted a situational analysis. We conducted the situational analysis by assessing the strengths, weaknesses, opportunities, and threats (SWOT) for an organization. This method allowed us to determine how successful the park currently is and anticipate future opportunities and setbacks that will affect the park's advancement.

After we completed data collection using these methods, we utilized Microsoft's Excel software to create visual representations of the results, which enabled us to find patterns and connections in our data. Results were cross-analysed to determine the association between responses to specific survey questions. Using this information, our team drew conclusions

regarding how aspects like gender and age influence attitudes toward the park. In terms of demographics, the results from both the survey and observational study showed that the park is used primarily by white residents in the age range of 60-74. From the observational study, we found that because of the lack of amenities in the park, the two main activities are golfing and walking. These results show how underutilized and selective the park currently is; the demographic data received from our studies shows that Beckenham Place Park is only engaging specific parts of the community. The survey results showed that in terms of future added amenities and events in the park, most residents prefer walking and observing wildlife, and show little interest in large-scale events like concerts. In terms of the overall community attitude toward the park, which relates to our analysis of social value, we found that 71% of the survey participants are in favor of the plans and claim they would visit the park more often post-regeneration.

For volunteerism, our survey results showed that while the majority of participants are not interested in volunteering at all, those respondents who indicated that they were interested in volunteering expressed preferences for wildlife and habitat conservation. During interview analysis, we found three keywords that repeated in each interview: ownership, leadership, and organization. Volunteers stay motivated when they feel a sense of ownership over the area in which they are contributing their efforts. Leadership is essential for a volunteer organization to succeed, because it supplies the structure and organization needed for volunteers to complete projects. Overall, we found that a successful volunteer organization in Beckenham Place Park needs to have a strong leading figure and thorough event organization to keep volunteers motivated and interested in work.

Discussions with the public during consultation events revealed that many are concerned over the lack of funding established for the mansion, which needs significant renovations before it can be repurposed. The £8.8 million currently secured for the park is not being invested in the mansion. While 71% of survey participants support the regeneration plans, further investment in the park can increase this number, particularly if the funding goes toward making the mansion an asset to the community. In order to justify current and future funding in the park, our team created an argumentative brief by compiling the results from each of our methods and our situational analysis into a PowerPoint presentation. The Lewisham Council can use this brief to

show stakeholders and investors both quantitative and qualitative data about the park and mansion and therefore make a case to acquire additional funding for Beckenham Place Park.

Based on our results and background research, our team created a list of recommendations intended to produce a more successful park regeneration for the Lewisham Council. We divided the recommendations into three categories: enhancing design stage III, harnessing volunteer efforts, and justifying funding for the park regeneration. Design stage III is the next phase of the regeneration for the Lewisham Council and involves finalizing the plans and incorporating them into the park. For enhancing design stage III, we made recommendations in relation to:

- Improving access and signage around the park for both walkers and bikers
- Incorporating small-scale events and activities in the park
- Adding a driving range by the Foxgrove building
- Creating conferences for business and organizations to get involved in the park

For harnessing volunteer efforts, we made recommendations in relation to:

- Creating a strong sense of leadership in the volunteering community
- Maintaining organization with volunteer work
- Encouraging volunteer efforts among the community

For justifying funding for the park regeneration, we made recommendations in relation to:

- Advertising the park improvements post-regeneration
- Communicating the value and future of the park with stakeholders

A complete list of recommendations is found in Chapter 5. For each recommendation, we discussed why we believe it will benefit the Lewisham Council, and how the Council can incorporate it into the current regeneration plans.

Our project will enable the Lewisham Council to maximize the success of the regeneration plan and justify future funding for Beckenham Place Park. By providing a summary of our survey and interview results in a deliverable brief, the Council can present the information easily to stakeholders as a means of advocating for investment. Park budgets are increasingly being cut in the United Kingdom, which may result in poor quality green spaces with minimal amenities. Our results show that investment in the park will have a positive influence on the surrounding community positively by adding social value and engaging a larger variety of

residents. Supplying the Council with a tool to display these results will allow it to continue advancing the initiative with Beckenham Place Park.

Chapter 1: Introduction

The presence of green spaces¹ in a community provides a variety of benefits to local residents. They act as an area for the public to escape from urban environments or connect with others in the community. The design of a green space plays a vital role in maximizing public value; if open space² is used ineffectively in a design scheme, its appeal to the entirety of the community will decrease and can exclude or discourage some community members from using the park. The social value of a green space encompasses the value that the public has for the area and its contribution to the overall prosperity of a community.

The Lewisham Council is currently working to regenerate Beckenham Place Park in a way that will utilize the open space and increase its value for the Lewisham community. The regeneration of the Beckenham Place Park also involves making significant changes to historic buildings in the park and incorporating volunteer efforts. Many local residents have expressed opposition to these changes, which makes the regeneration a challenge for the council. A successful regeneration addresses the needs and concerns of the local residents, because ultimately, they are the individuals directly affected by any changes made to their community. If the public is dissatisfied with the regeneration plans, the social value of the park may decline. Therefore, understanding the current social value of the park will allow the council to assess whether or not future investment is worthwhile.

The Lewisham Council wishes to collect information on the current and evolving social value of Beckenham Place Park. This information will enable the council to inform future regenerative plans on how to maximize the public's value of the park. Currently, no generally applicable protocol exists for assessing social value in parks, because the concept of assessing social value has a wide range of different approaches from various parks and recreation teams around the world. A defined methodology for analyzing social value over time will enable the council to investigate the value of the park for the community throughout the regeneration process. Therefore, our project will add to past social studies of Beckenham Place Park by considering time when assessing social value and harnessing volunteerism in green space regeneration initiatives.

1 Natural land found within a community, i.e. a park (Urban Environmental Program in New England, 2016).

2 Any available land that is underdeveloped and accessible to the public (Urban Environmental Program in New England, 2016).

Our goal was to propose a strategy for ongoing evaluation of how the public values Beckenham Place Park, with particular consideration to social value and volunteerism. In order to accomplish this goal, our team established and implemented a method for assessing the evolving social value of Beckenham Place Park, identified beneficial practices for harnessing volunteerism, and justified short term and continual investment in the park by highlighting the park's value for the community. Using surveys, interviews, and observational studies, our team collected and analysed data to provide useful and relevant information to the council about the public's overall opinion of Beckenham Place Park and the regeneration plan.

Chapter 2: Background and Literature Review

The Lewisham Council is working to regenerate Beckenham Place Park to attract a wider range of visitors through the addition of new amenities (Lewisham, 2016). In order for the council to devise a successful regeneration plan, we investigated past approaches to the problems of assessing social value and harnessing the benefits of volunteer efforts in parks. Past studies of Beckenham Place Park (London Borough of Lewisham, 2010a; Bebrin et al., 2013a) emphasized the importance of open space in parks, but fell short in addressing how to utilize this open space. This chapter focuses on previous research related to social value, historic buildings, and volunteerism. We also investigated other park regeneration projects to provide necessary information on how to utilize green spaces that involve the entire community.

2.1 Defining and Measuring Social Value in Parks

According to Social Enterprise UK (2012), social value refers to how services provided by public organizations contribute to the overall social, economic, and environmental prosperity of a community. Measuring social value is not a clearly defined process; interpretation and assessment of social value differs between organizations (Mulgan, 2010). The two methods of measuring social value applied in the United Kingdom are social audit and accounting, and social return on investment (SROI). Social audit and accounting takes a qualitative approach by focusing primarily on the influence of an organization's decisions on the community, verifying these impacts, and promoting improvement in the future. SROI allows social value to be quantified in terms of return on investment (Wood & Leighton, 2010). Measurement methods can be either quantitative or qualitative depending on the nature of the organization and the study.

According to the National Recreation and Park Association (NRPA) of the United States, parks provide important social factors such as communicating with a variety of members within the community by acting as a connecting factor for individuals to one another. Parks are meeting places for group socialization and contribute to the overall living quality of a community (National Recreation and Park Association, n.d.). Parks and recreation departments frequently face budgetary cuts in order to justify continual funding of the park; therefore, the value a park has on the social well-being of a community provides evidence to support investment (Wood &

Leighton, 2010). A study conducted in Philadelphia parks uses volunteer groups and park supporters to measure community cohesion, which is the extent to which a community is able to live successfully together (Harnik & Welle, 2009). The study relates community cohesion to the amount of money and time that people invest in local parks. In that case, evaluation of Philadelphia Park volunteer groups showed the number of volunteer hours spent in the park, the monetary value of these hours, and financial contributions made to the volunteer groups. The Philadelphia Park study demonstrated that volunteer work adds to the social value of a park by engaging the community and bringing in financial contributions. Table 1 shows the information found in the study.

Table 1

The community cohesion value related to park supporters in Philadelphia. The three primary groups listed with the secondary groups in one category. The first data column shows the number of volunteer hours contributed by each organization. The second data column shows the monetary value of these hours. The third data column shows the financial contributions made by outside donors to these organizations (Harnik & Welle, 2009).

Community Cohesion Value: Park Supporters in Philadelphia				
Organization or Activity	Volunteer Hours	Value of Volunteer Hours*	Financial Contributions	Total
Fairmount Park Volunteers (54 friends groups)	154,209	\$2,894,503	\$3,318,713	\$6,213,216
Independence National Historical Park	10,390	\$195,017	—	\$195,017
Pennsylvania Horticultural Society (52 friends groups)	65,052	\$1,221,026	\$694,680	\$1,915,706
Other support groups, combined	452	\$8,485	\$267,961	\$276,446
Total Value		\$4,319,031	\$4,281,354	\$8,600,385
*Value of one hour of volunteer labor in Pennsylvania as determined by Independent Sector, 2005: \$18.77.				

Community development is a movement that promotes social value by cultivating social justice, fostering mutual aid, and promoting local networking (Smith, 2013). Parks and recreation services aid community development by providing exercise facilities, parks, trails, and playgrounds. Community development falls under five standard approaches to characterize a community: community action, community organization, community development, social planning, and service extension. Community development emphasizes self and mutual help and

neighborhood integration. This movement helps communities develop better problem solving skills and encourages them to communicate concerns and collective action to politicians and decision makers (Smith, 2013). Parks play a massive role in the development of a community and provide the community with a green space to engage the members of the public.

2.2 Historic Preservation and the Applications of Historic Buildings

In both urban and rural United Kingdom parks, historic buildings play an essential role in the park regeneration (Institute of Historic Building Conservation, n.d.). Due to their architectural and cultural importance, historic buildings provide benefits to a community that go beyond those of modern day buildings, making the restoration of these buildings a worthwhile investment (Garrod & Willis, 1996). These buildings provide intrinsic value as a form of achievement in arts and design, which are key factors to the cultural well-being of an area (Institute of Historic Building Conservation, n.d.). Historic components of parks play a role in helping the town develop a sense of identity and generate tourism. The aesthetic appeal of the buildings makes them useful for attracting members of the public, therefore increasing the connection between a park and its community (Garrod & Willis, 1996). This connection is what fosters pride and adds to the social value of an area. Additionally, historic buildings add to the educational value of a park by supplying a tangible resource for teaching social, political, and human history (Institute of Historic Building Conservation, n.d.).

The Heritage Lottery Fund (2013) showed that commercial use of historic buildings leads to a higher economic success rate by attracting more customers. Thus, economic growth peaks in areas that contain a high concentration of historic buildings that are used commercially. These buildings have a wide range of possible uses, including shops, clubs, event space, and offices. Other venues such as bars and restaurants also thrive in a historic setting, because the atmosphere of the setting adds to the desired character and style of these businesses. The ambiance associated with historic buildings brings in both visitors and potential businesses, both of which are necessary for a prosperous economy.

Among the many uses of historic buildings throughout the United Kingdom, transforming them into museums or galleries ensures that the character of the building is maintained (Cave, 2007). These facilities require minimal alterations to the building's original architecture, which is crucial for maintaining the historical significance and reducing cost. The potential for success in utilizing historic buildings for museums or galleries is typified in such examples such as Queen's

House in Greenwich, Hollytrees Museum in Colchester, and Towneley Hall Museum in Burnley (Cave, 2007).

However, historical buildings attract a wider variety of community members by incorporating multiple applications. For example, Hudson's Bay Company Store in the Fort Qu'Appelle's business district in Canada is a historic building transformed into a coffee shop that contains a real estate office and an area for art shows and other community events (Heritage Resources Branch, 2007). The combination of the vintage atmosphere along with the variety of offered amenities contributes to the success of the building and keeps visitors coming back. The Pharmacy Building in Arcola, Saskatchewan is another historic building that underwent massive renovations in 1998 (Heritage Resources Branch, 2007). These renovations required replacement of the entire infrastructure and involved architectural restorations. As the restoration took place, the community got involved by providing both equipment and volunteering services. Currently, the Pharmacy Building holds an antique store, a massage therapy clinic, and flats. The successful regeneration of the building showed the people of Arcola that community-wide efforts contribute to social value. Therefore, the people of Arcola engage in more community-wide events as a result of the Pharmacy Building's successful regeneration.

There are many cases of parks utilizing historic buildings throughout the United Kingdom. For instance, one of the eight Royal Parks of London, Richmond Park, was created by Charles I in the 17th century and is the largest enclosed park in London, including multiple historical buildings such as the White Lodge and Pembroke Lodge (The Royal Parks, 2016). The Pembroke Lodge is a vast Georgian mansion occupying thirteen acres of beautiful green space. The lodge contains elegant tea rooms and serves as a venue for weddings. It is currently the most popular wedding venue in the United Kingdom because of the surrounding scenery. For example, at the highest point in Richmond Park, visitors get an overall view of the park as well as the Thames River (The Royal Parks, 2016). Dulwich Park is located in the London Borough of Southwark and houses a historic building called Roseberry Lodge. The recently renovated Roseberry Lodge operates as a gallery for a collection of old photographs of Dulwich. In addition, there are two rooms available for rent, which are suitable for small group outings or small corporate retreats. There are also kitchens available to provide food for events and functions (Dulwich Park Friends, 2011). The Brockwell Hall, located in Brockwell Park, was built between 1811 and 1813. In 1888, the park became a public entity by the London City

Council, and with help from Thomas Lynn Bristowe funding to restore the hall began. Since its re-opening in 1892, the house serves as a cafe and place for community members to converse (Friends of Brockwell Park, 2016).

Another interesting regeneration project involving historic buildings is Danson Park. Danson Park is located in the London borough of Bexley and is 78 hectares, making it the largest park in the borough. Construction of the park took place between the years of 1761 and 1763, and it is home to two historical buildings: Danson House and the Danson Stables (Friends of Danson Park 2005). The Danson House is a Georgian mansion designed by the architect Sir Robert Taylor, who also designed the Bank of England and the Palladian Villa for Vice-Chairman of the British East India Company, John Boyd, in 1766. English Heritage acquired the house in 1995; however, it was in dangerous and poor condition. The mansion was restored using 4.5 million pounds. Restorations to Danson House include improved amenities and areas for public events and weddings, creating a successful attraction for private events. Nonetheless, Danson House is open to the public (Friends of Danson Park 2005). Improvements include a cafe, gift shop, and guided tours to learn about the history of the Mansion and the previous owners. There are also meeting and functions rooms for private events. With funding from English Heritage and partnership with the Bexley Heritage Fund, the restoration provided a vibrant cultural site so the public can see the relationship between the mansion and its surrounding parkland. Appendix A shows the results of the restoration of Danson House.

The Heritage Lottery Fund provides grant programs to fund the restoration of historic park buildings through money raised by the National Lottery (Heritage Lottery Fund, 2013). Through the funding from the Heritage Lottery Fund and support from the public, the buildings in these parks serve as a decisive connecting element for a community. Historic buildings bring the public together while simultaneously providing a specific service, and thus, generate tourism and attract residential visitors when incorporated with modern applications. In conclusion, continuous investment to increase utilization of a park and its historical building(s) is a key factor to making historic buildings successful in parks.

2.3 Understanding Volunteerism in Parks

Incorporating volunteers into parks increases community connection, and therefore contributes to an increase in the social value of parks over time. Parks and recreation

organizations rely on volunteers as a means of compensating for their low budgets (Silverberg et al., 2001). United Kingdom parks continue to experience pressure on their budgets, which leads to negative repercussions on the quality of green spaces (Gutwin et al., 2014). A way to combat budget cuts is by utilizing volunteers as a means of minimizing the financial burden of maintaining park operations. Dispersing park funding among local authorities allows for more opportunities for investment, therefore taking stress off of funding sources (Gutwin et al., 2014).

Volunteers also function as an asset to the community in other ways, such as encouraging the public to engage in their local communities (Gutwin et al., 2014). For example, when volunteers work directly on park projects, they feel an increased sense of ownership over the park, which stimulates interest in the park and the community (Silverberg et al., 2001). In addition, volunteers often find volunteering allows them to interact with people who share similar values (Halpenny et al., 2003). Volunteering therefore blends community members together to generate a sense of connection. Furthermore, volunteers who express enthusiasm for a project encourage productivity amongst other volunteers (Halpenny et al., 2003).

McGehee and Norman (2001) emphasize the importance of self-efficacy when gathering volunteers. In other words, the individuals who are most likely to volunteer are the ones who believe they have the strength necessary to motivate themselves and complete tasks. For these individuals, the main incentive behind their volunteering is the wish to feel a sense of satisfaction with the work accomplished (Halpenny et al., 2003). Therefore, finding worthwhile tasks for volunteers is an effective way to harness their efforts. However, without leadership or guidance, volunteers seldom accomplish worthwhile tasks and exhibit a noticeably lower level of productivity (Silverberg et al., 2001). Since volunteers exhibit a lack of awareness and decreased motivation without leadership, to maximize volunteer efforts an organization must provide their volunteers with direction.

2.4 Green Space in United Kingdom Communities

To display the role that green spaces serve in United Kingdom communities, Swanwick et al. (2003) highlighted the value of green spaces in specific United Kingdom communities, including the borough of Lewisham. The research consisted of three parts: a literature review, a telephone questionnaire of 50 local authorities, and a more detailed case study of 15 local authorities whose backgrounds were of different community types and sizes (Swanwick et al., 2003). This study investigated the management strategies, current usage, and benefits of green

spaces. Additionally, Sherer (2006) explored the manner in which green spaces serve as assets to their communities, and argues that more parks are needed because of their environmental, economic, and social benefits. More recently, Gutwin et al. (2014) examined how and why the public values green spaces. These investigators all draw similar conclusions advocating for green spaces, stating that they are beneficial assets to communities.

Green spaces provide health benefits that stem both from exercise and psychological ease (Swanwick et al., 2003). Engagement with the green spaces not only allows for more exercise, but also reduces anxiety and depression and improves overall mood and wellbeing (Gutwin et al., 2014). People who have access to green space experience improvements in their health both physically and mentally (Sherer 2006). According to Swanwick et al. (2003), these outdoor environments facilitate good child development by emphasizing imagination and outdoor play. In the economic sense, green spaces provide employment opportunities and influence nearby property values (Gutwin et al., 2014). As for environmental impacts, Sherer (2006) highlights that green spaces offset some of the negative effects of urban development. For example, green spaces protect wildlife in an otherwise urban environment by maintaining a variety of habitats (Gutwin et al., 2014). Many sources reinforce that green spaces provide advantageous effects on their surrounding community.

Swanwick et al. (2003) reported on 15 case studies, and found that 1588 people across the studied regions visit green spaces in their community. The studied regions were 15 different parks throughout the boroughs. Figure 1 represents these findings.

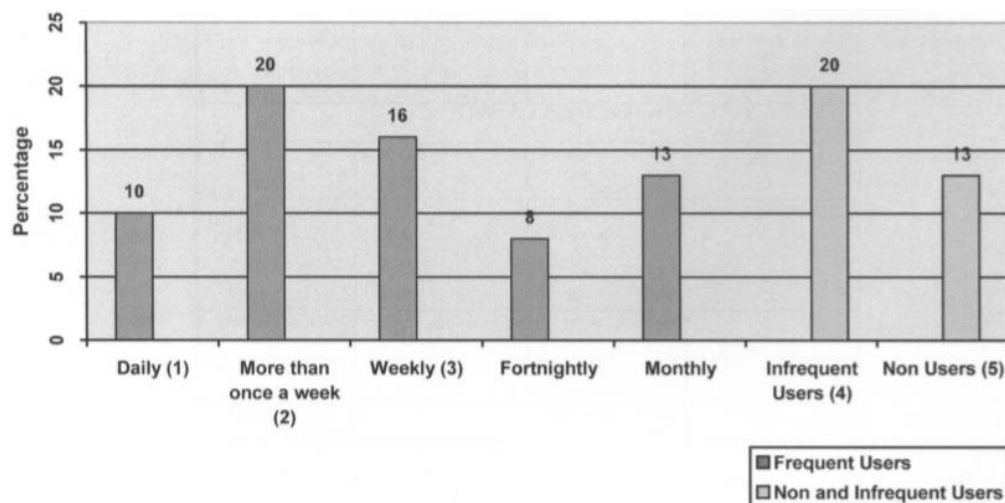


Figure 1: The frequency of people in studied regions visiting green spaces (Swanwick et al., 2003).

Figure 1 shows that 67% of people in the case studies classified themselves as frequent users while 33% classified as non-users or infrequent users. Some of the main reasons for these visits include walking, enjoying the outdoors, escaping from urban life, and attending either events or social activities (Swanwick et al., 2003). The fact that a high percentage of people use the parks frequently reveals that a large number of community members can potentially benefit from green spaces in their communities.

2.5 Park Regeneration Projects

By broadening the focus of green space to encompass all aspects of community health, regeneration initiatives transform overlooked amenities into economic development (NRPA, 2012). Therefore, a park regeneration affects not only the physical health of community members but also the local economy. For example, a monetary evaluation of parks gauges how home values fluctuate depending on the proximity to green space initiatives (Bark, 2011). The evaluation concludes that homebuyers prefer neighborhoods that provide green space nearby, in order to improve the overall quality of life in the community. In fact, green space initiatives are a beneficial amenity to the nearby homeowners who value public green space more than the greenness on their individual property. Thus, successful open space programs not only improve the quality of life for constituents but also yield positive monetary benefits to homeowners through higher residential property values (Bark, 2011).

Parks and recreation services around the world aim to improve health in their communities by providing exercise facilities, parks, trails, and playgrounds. However, most park amenities are used only by a niche group of the community (NRPA, 2012). For example, a bike path cannot be used for playing basketball, and a skate park cannot be used as an art gallery. Therefore, to engage the entire community, park regeneration initiatives in the United States are working to improve the access and use of park amenities for all members of a community. The National Recreation and Park Association found communities experienced both social and economic benefits from improving the physical infrastructure of community parks.

For example, in Greenville, South Carolina, the town council deemed the Trails and Greenways Master Plan a cornerstone to economic development in the community (NRPA, 2012). The Greenville County Recreation District engages the entire community by investing in active transportation (hiking and/or biking) and community health. According to the NRPA

(2012), the improvements to biking and walking trails contributed to positive changes in the community, such as reducing obesity rates and attracting new businesses, home buyers and tourists.

Another green space initiative in Alabama determined that high obesity-related health care costs deterred business away from the capital, Montgomery. To combat obesity, the mayor of Montgomery and the parks and recreations service partnered to improve community health with the explicit goal of attracting new businesses to the area (NRPA, 2012). By implementing bike-friendly roadways, physical activity in afterschool programs, walk-to-school programs, and urban farms, Montgomery engaged its community and reduced the obesity rate while collecting documented economic dividends as a result of the project. Local leaders in Jackson, Tennessee addressed a similar issue to that of Montgomery, where nearby cities gained bids for new businesses over Jackson due to a “healthier” city community. To resolve the issue, Jackson’s leaders constructed a plan that provided a vibrant farmer’s market, community gardens, mobile produce vendors, new walkways, parks with fitness stations, and plans for a new downtown fitness center.

2.6 History and Future Regeneration of Beckenham Place Park

Beckenham Place Park is the largest green space in the London Borough of Lewisham, occupying 96 hectares (Lewisham Council 2014). The oldest known owner of the estate is Walter St. John, who passed the land to a wealthy man named John Cator. Cator built the Beckenham mansion in 1762, and it has served as a boy’s school, a sanatorium, and a World War II prisoner of war camp. Currently, the mansion is used as a clubhouse for the park’s golf course. The mansion belonged to the Cator family until the London City Council purchased the park. There is a broad range of facilities and notable features in the park, including an 18-hole golf course and ancient woodlands (Lewisham Council 2014).

In May 2010, the Lewisham Leisure and Open Space Study identified available open spaces in Lewisham that need new or enhanced provisions (London Borough of Lewisham, 2010a). These provisions should increase public participation in sports and exercise by adding to the number of available activities in parks. According to the study, Beckenham Place Park falls under the category of “parks and gardens,” or a location that provides a variety of recreational opportunities and events in urban areas. The established criteria for rating parks and gardens includes road and pathway quality, tree management, grass quality, parking and lighting, and

cleanliness. The study gave Beckenham Place Park an overall quality rating of 73% compared to Blackheath Ward, which received a quality rating of 57% (see Table 2).

Table 2

The quality score and corresponding rating of the three metropolitan parks in the Borough of Lewisham (London Borough of Lewisham, 2010a). The total quality range refers to the overall quality the parks displayed in the table.

Metropolitan Parks with Wards and Sites	Quality Score (%)	Quality Rating
Bellingham Ward Beckenham Place Park	73%	Excellent
Blackheath Ward Blackheath	57%	Good
Downham Ward Beckenham Place Park – Common and Summerhouse	73%	Excellent
Metropolitan Parks Total Quality Range	57% - 73%	Good – Very Good

The study concluded that Lewisham residents most often visit parks and gardens because the parks give a sense of connection to the community and provide natural green space in an otherwise urban environment. The study suggested utilizing this existing unused open space in such a way that introduces new activities and facilities for public recreation. Incorporating new features into otherwise unoccupied land maximizes the value of the green space to the community, therefore increasing the quality of land in the park (London Borough of Lewisham, 2010a).

Bebrin et al. (2013) measured the perceptions of green spaces in the London Borough of Lewisham. The students who conducted that study researched the benefits that a park provides to a community. These benefits include improved social, economic, and environmental factors within the community. The goal of the research involved developing criteria that measure the value of green spaces to the residents within the borough by assessing public usage of the park. This usage includes the average time spent in a park, reasons for visiting a park, and social aspects of park use. The students used a method that paired surveys and interviews, combined with direct observation of park uses. They conducted three sessions of direct observational studies during the morning, midday, and evening. The students documented the demographics of the people, including approximate age and gender. They also monitored activities in the park

during observation. For the survey, questions focused on four main topics: usage, health, social, and environment. The interview questions involved asking park visitors about their general opinion of parks, including: “Do you think the park promotes healthy habits?”, “How safe do you feel in the parks?”, and “How likely are you to support a nature conservation drive in your local park?” The overall findings show that residents of Lewisham share an exceedingly positive outlook on green spaces and the benefits associated with park usage, which helps justify investments for improving and maintaining green spaces (Bebrin et al., 2013).

While the Lewisham Leisure and Open Space study is useful in ranking Beckenham Place Park in relation to other parks and gardens in Lewisham, it provides minimal qualitative information on how to utilize open space to benefit the community. On the other hand, Bebrin et al. (2013) provided a necessary foundation for understanding how green spaces influence the residents of the Lewisham borough. According to our liaison at the Lewisham Council, this information is significant considering the opposition from a portion of the Lewisham community to the park regeneration. The Beckenham Place Park golf course, which takes up a third of the space in the park, will officially shut down in autumn of 2016. The removal of the golf course will open up land for additional amenities such as play areas and walking trails (Lewisham, 2016). One of the volunteer groups involved with the park, Friends of Beckenham Place Park, voiced its opposition to the closing of the golf course along with other frequent golfers in the park. The group has also expressed concerns that the park’s woodlands might be partially or completely destroyed in association with the changes planned under the master plan (Friends of Beckenham Place Park, 2014).

The Lewisham Council secured £4.9 million from the Heritage Lottery Fund for the regeneration of Beckenham Place Park to add new amenities. The regeneration will take place over the next two and a half years and is set to end December 2018. Although the Lewisham Council secured funding, the regeneration is still in the design stage, and plans for the park are not final needing further approval from the Heritage Lottery Fund. Figure 2 shows a diagram of the current master plan for the park regeneration and contains the preliminary designs generated by the council.



Figure 2: The master plan proposed by the Lewisham Council for the regeneration of Beckenham Place Park. The key at the bottom left of the figure shows both the existing amenities and the proposed amenities, including new play areas and bike tracks (Lewisham Council, 2014). See Appendix B for a detailed description of each aspect of the regeneration plan.

The map of the master plan for the regeneration shows all 237 acres of Beckenham Place Park, and the council's intended use for the space. The park is surrounded by two boroughs: Lewisham and Bromley. The Borough of Lewisham is in the bottom 20% of economic standing for all London boroughs, while the Borough of Bromley is in the top 10% (National Statistics, 2011). This divide poses a problem for the park because Bromley residents tend to stay in the east portion of the park, while Lewisham residents mainly gather/socialize on the west side (right of the national rail line). The two sides of the park have different interests resulting from divergent ethnicities, ages, and social backgrounds, which makes it difficult to promote cohesion

among all of the park's users. The Lewisham Council is regenerating the park to reduce divisions in the way that Lewisham and Bromley residents use the park. The primary focuses of the plan are repurposing the space allocated for the closing golf course, restoring the lake in the ash plantation (indicated by the number 11 in Figure 2), rebuilding the homestead (indicated by the number 09 in Figure 2), and adding improved amenities for children (indicated by numbers 10, 15, 16, and 17 in Figure 2). The overhauling of the golf course involves the removal and addition of trees to eliminate the fairway-like structure of the land and to provide an area for event space. This extra space allows for a 5K walking and cycling route that leads people in and around the majority of the park space in a figure-eight formation (indicated by the red dotted paths), attempting to utilize all the land the park has to offer. The ash plantation includes a dry artificial lakebed that dates from when the park was the estate of John Cator. Although the lake is now dry, its water source pipe and foundation remain, making it relatively easy to restore. The addition of the lake will provide additional amenities to park users with water related activities, appealing to a new segment of the community. Once rebuilt, the homestead that burned in an arson attack in 2011 will become the new center of the park. The homestead will encompass new facilities such as a cafe, bathrooms, a bicycle renting station, and picnic space. In addition, the main car park will move from outside the mansion to outside the homestead (shown as number 6 in Figure 2). With the new uses and functions of the homestead along with the car park relocation, the homestead will serve as a center for park activity. Renovating and repurposing the Foxgrove building, which is located on the right edge of the woodland area in Figure 2, is currently under discussion. The Council is considering the possibility of making this building available for external businesses and investors to utilize.

The Lewisham Council's preliminary designs make the park more family-oriented by improving old playgrounds and introducing new play areas for children. The playground and skate park near the Old Bromley Road entrance will not only be improved, but will also be joined by a new playground and BMX park (shown on the figure as 15 and 18). The Lewisham Council is incorporating these new amenities to attract younger visitors to the park. With these improvements and additions, the corner of the park near Old Bromley Road will become fitting for families to bring their children to play.

Chapter 3: Methods

Our goal was to propose a strategy for the Lewisham Council to evaluate how the public values Beckenham Place Park, with particular consideration to social value and volunteerism. In order to accomplish this goal, we:

- Established and implemented a method for assessing Beckenham Place Park's evolving social value.
- Identified beneficial practices for harnessing volunteerism in Beckenham Place Park.
- Justified short-term and continual investment in the park by highlighting the park's value for the community.

This chapter describes how we used a combination of observational studies, surveys, and interviews to obtain information from Lewisham residents and volunteer groups regarding the current social value of the park. The data we acquired enabled us to develop a system for assessing social value of the park during and after the regeneration process.

3.1 Objective 1: Establish and implement a method for assessing Beckenham Place Park's evolving social value

While the term "social value" is ambiguous, for our project we determined social value based on the following parameters:

- Extent of the community's usage of Beckenham Place Park
- Public satisfaction with the current state of the park
- Support for the regeneration plan for the park

Community usage of Beckenham Place Park measures the significance of the park to the community based on how frequently amenities are utilized. Public satisfaction evaluates the current support for the park pre-regeneration, which directly relates to how the park is valued by the community. Support for the regeneration plan indicates how residents will likely engage in the park post-regeneration, estimating future social value in the park. We chose surveys to accomplish this objective, because survey distribution is low cost and covers a large number of participants in a short amount of time. A large number of responses to the survey is more likely to reflect a larger fraction of the actual variation in the community (Schutt, 2015). In order to

obtain primary information regarding public attitudes toward the park, we distributed a survey to residents in the areas surrounding Beckenham Place Park during consultation events. The Lewisham Council organized several public consultation events to inform the public about the regeneration and address the concerns about the design plans for the park. Several public consultation events took place, where both our team and our sponsor talked to members of the public and distributed surveys to those willing to participate. These events took place inside the park by the mansion, as well as at various locations within the surrounding boroughs.

Our team drafted a set of survey questions prior to our arrival in London; however, the Lewisham Council created its own survey and started distribution before we began our study. We decided to continue using the Council's survey rather than our own because over 100 responses were already collected. The Council's survey contained similar questions to those we planned to ask in our original draft. The survey contained questions regarding how the participants spent time in the park and how they felt about the proposed regeneration plans. Demographic questions allowed us to acquire information about age, gender, ethnicity, and location of park users. This information enabled us to make connections between park usage and demographic differences. Survey questions appear in Appendix C.

We combined survey distribution with a brief observational study of the people who attended the consultations. At each consultation event, we recorded the basic demographics of the participants on a tally sheet. We separated the tally sheet into categories of gender, age, and ethnicity. For age, we divided the category into under 16 years old and adult. For ethnicity, we divided the category into white, black, Asian, and other. This information was our best estimate and is subject to error. Documenting this information as we distributed surveys allowed us to highlight patterns in the demographics of park visitors and gain insight into the attitude toward the regeneration. Based on the parameters we established for defining social value, the survey results combined with the patterns found in the observational study gave us specific information regarding these parameters for our results and recommendations to the Lewisham Council. Survey participants filled out paper surveys distributed by our team and Lewisham Council representatives at consultation events. Our team electronically recorded the data collection through the Snap Surveys software, which compiled the data into a .csv file. The .csv file allowed our team to compile the data into Microsoft Excel for further analysis.

To address the first parameter for measuring social value, we also re-conducted a detailed observational study last carried out in August 2013 by the Lewisham Council (Lewisham Council, 2014). The previous study took place on different days throughout the week and the weekend. Cameras placed at the entrances of the park recorded the number of people that visited the park per day. Observation within the park took place at varying hours throughout the day. The researchers that conducted the previous observational study spread out over the park, allowing for more insight into how park activity varied by location. Results from that study show that in 2013 the level of park use by visitors was low, and there was little variety in park usage. This is because the park was used mainly by golfers and dog walkers; other groups, like families and cyclists, apparently did not visit Beckenham Place Park as frequently. That information led the Lewisham Council to conclude that approximately 150,000-200,000 visits to Beckenham Place Park are made every year, which the Lewisham Council claimed is unsatisfactory considering it is the largest park in the borough and thus the most expensive to manage. Maintenance of the golf course alone causes the Council to lose a significant amount of money, and most golfers do not pay to use the course (Lewisham Council, 2014). With the support of our sponsor, we repeated this observational study to acquire current information on park usage. Our team collected the observational study data in our personal notebooks.

The regeneration plans involve incorporating more activities into the park; therefore, by monitoring park activity, our team gained insight into the current park usage and potential benefits through future changes in park amenities. By obtaining an understanding of the current use of the park, the Lewisham Council can determine the extent of park usage and which activities are most popular. Each team member took turns completing the observational study at varying locations in the park. Our team observed during non-consecutive hours to minimize repeated data. We divided the observation hours among four days, two days during the week and two days during the weekend, for a total of 16 hours of observation. We monitored the areas surrounding the red path in Figure 3, as well as the woodland areas in the center of the park that are marked with the brown paths. We continuously walked along these paths and recorded data, only stopping when a large amount of people gathered in one area. We collected data about the basic demographics of all the people we observed, such as gender and approximate age. Our team primarily focused on usage of the current park amenities as well as park activities, such as

dog walking and cycling. We also noted whether people traveled by themselves, in groups, or with families.



Figure 3: This is the map of the visitor observation route for Beckenham Place Park. The red path shows the main area of observation. The brown paths in the woodland areas were also utilized to observe the center of the park (Lewisham Council, 2014).

Using the methodology application in Appendix E, our team evaluated the results gathered from our observational study and survey to highlight the investment's effect on the Lewisham community. Survey questions 1, 2, and 16-20 gave us insight into what members of the community tend to use the park, and for what uses. To supplement our findings from the survey, our team repeated the observational study of 2013 to provide us with additional data on the park's current usage. To understand the community's attitude towards the changes associated with the regeneration, our team evaluated the answers to survey questions 5-7, 10-12, and 14-15. Responses from survey question 13 gave us insight into how many people would be interested in assisting the regeneration through volunteer efforts. The answers to survey questions 4, 8, and 9 determined how the community values the historic aspects in their park. The results from questions 3 and 4 allowed our team to provide the Lewisham Council with information gathered on the current community attitude toward the park.

Our team utilized Microsoft Excel's software to create visual representations of our survey data as applicable to display patterns in the best way to communicate the results. These patterns allowed our team to analyse the relationships among variables and the significance of the information for the Lewisham Council; for example, what the park is most frequently used for or what aspects of the park make the regeneration successful. We compiled the data to evaluate certain park aspects, such as the golf course and walking trails, to assess the value and use of all Beckenham Place Park amenities. Demographic questions provided our team with an understanding of which segments of the park the local community values and what particular park amenities matter most.

3.2 Objective 2: Identify beneficial practices for harnessing volunteerism in Beckenham Place Park

In order to assess the volunteer efforts currently implemented in the park and understand the community's attitude towards volunteering, we conducted interviews with members from park-related volunteering organizations. Interviews allowed us to assess the motivation behind volunteering in the park and the factors that contribute to successful volunteer efforts. We conducted interviews with members of volunteer groups to obtain an understanding of volunteer efforts in general and also how they specifically relate to Beckenham Place Park. Since each organization is run differently, we gained insight into the varying factors that make a volunteer organization successful. Interviewing outside volunteer groups enabled us to see where Beckenham Place Park volunteers need improvement. We needed this information to understand the motivation behind current volunteer efforts in order to determine the best practices that attract more volunteers to Beckenham Place Park.

Our team chose interviews for this objective because interviews result in detailed information from a participant regarding a particular topic (Mahoney, 1997). Since we conducted the interviews in person, we could address any misunderstandings or failure in communication so the participant fully understood the question asked, and therefore gave a thorough answer.

We completed a total of three interviews with experienced park volunteers. These volunteers were from Sydenham Garden, Grow Lives, and Green Gym. The interviews took place in a conference room at the headquarters of Sydenham Garden. Two scripts were drafted for this process: one for Beckenham Place Park volunteers and another for outside volunteers.

The interview scripts and questions remained consistent for each participant to ensure that any difference in responses between participants was due to personal opinion rather than a change in interview protocol. Both a male and a female student from our team conducted the interviews to minimize the possibility of implicit bias in the participant's responses. After we obtained and recorded verbal permission from the participant, both cell phone and computer software recorded the interview for future transcription. Appendix D contains the interview script.

The information gathered through interviews of volunteers enabled our team to analyse current volunteer efforts in Beckenham Place Park. We evaluated the interviews by locating similar patterns in the responses of the participants, including recurring words and phrases. Using these patterns, our team evaluated the current advantages and disadvantages of the community's volunteer practices. Each interview investigated certain aspects of the current state of volunteerism in Beckenham Place Park; for example, question one of the interview script provided our team with data regarding the demographics of the volunteer. The discovery of patterns in the demographics of volunteers helped our team understand who volunteers for Beckenham Place Park and other outside volunteer groups. The results of interview questions 3, 5, and 6 revealed common sources of motivation for individuals to donate their time to volunteering. Our team evaluated what motivates these volunteers and how to harness this motivation to lead to an increase in volunteer efforts. The overall experience an individual formulates with his or her volunteer organization is critical. Interview questions 8, 11, and 12 allowed the volunteer to provide his or her viewpoint on maximizing the volunteer experience. The opinion of the individual volunteers was valuable and allowed for our team to provide unique and targeted suggestions to maximize volunteer efforts. Using the data from our interviews, our team then composed a list of beneficial techniques to harness volunteer efforts and prevent future volunteer disengagement.

3.3 Objective 3: Justify short-term and continual investment in the park by highlighting the park's value for the community

The regeneration of a park requires capital to fund the improvement of amenities and green space. When a stakeholder invests in the green space of a public park, the expected return on investment is how the community benefits from the regenerated space, as its investment is a public communal asset. In order to understand all facets in which the park influenced the

community, and therefore the cumulative impact the park had on the community, we surveyed, observed, and interviewed the public as outlined in the previous sections. We used the data gathered through objectives 1 and 2 to create an argumentative brief for Lewisham Council to justify current and ongoing investment in the park. The purpose of this brief was to provide the Lewisham Council with an abridged version of our results that highlighted the added social and economic value from the park's regeneration, demonstrating avenues for positive return on investment for the community, post-regeneration. In order to construct the brief, we included analyses of the park's improved social value based on the community opinion on proposed changes and current volunteer practices.

The data from the previous objectives in conjunction with the assessment strategy in Appendix D provided our team with answers to our research questions. The answers to these research questions serve as the focal points for the justification case, validating past and securing future investment. The data we presented in our brief encompasses many aspects of the park, the community, and their interaction. Our team reasoned that the large quantity of data that we collected and analysed would be excessive for the Lewisham Council and stakeholders; therefore, we summarized our most pertinent and significant findings. The brief addresses how both the social and monetary value of the park are likely to benefit from investment. Our brief has two components: a set of PowerPoint slides that the Lewisham Council can use to highlight decisions made on improved or added amenities and a two-page handout that the council can use to communicate the findings to its stakeholders.

Using the findings from the observational study, survey, interviews, and similar park regeneration projects, a situational analysis provided the Lewisham Council with necessary information to justify investment in the park. A situational analysis assesses an organization's internal and external environments. The internal environment refers to the strengths and weaknesses of the organization, while the external environment refers to the opportunities and threats to the organization. This is otherwise known as a SWOT analysis, which is a type of situational analysis. This method allows our team to assess the current standing of the Lewisham Council in terms of the park regeneration and anticipate future opportunities that will maximize the strengths of the organization (Boundless, 2015). To justify the investment, our team needed to assess the value of Beckenham Place Park to the borough of Lewisham. A situational analysis is unobtrusive, allowing a research team to collect data without physically going into a field.

Situational analysis is inexpensive and allows for wider ranges of information on smaller budgets. In order to utilize situational analysis effectively, we kept our research within the four major parameters of secondary data (Joselyn, 1977): availability, relevance, accuracy, and sufficiency. These parameters kept our research applicable, cheap, and accurate, therefore providing the Lewisham Council with data for decisions on the regeneration of Beckenham Place Park.

Some examples of data included in the situational analysis are the current design and promotion of parks, previous marketing research studies, data collection in the park, statistics for assessing successful regenerations, published materials, online databases, and other syndicated services. Our team collected data on similar park regenerations and government censuses to supplement our justification of investment in the park. The data we gathered for the situational analysis allowed our team to compare and contrast relevant data on park regenerations and determine what goes into assessing and conducting a successful park regeneration. By compiling, comparing, and summarizing the results in an argumentative brief, we enabled the council to justify current and future funding for the park.

Chapter 4: Results

Following initial background research on social value and volunteerism, our team acquired information related to the current state of Beckenham Place Park and how the public perceives the regeneration plans. Through survey distribution, we assessed the current social value of the park and how it may evolve throughout the regeneration process. The observational study enabled us to observe current park dynamics in terms of visitors and activities. Analysis of the observational and survey data allowed us to determine the demographics of visitors, the current level of utilization of the park, and the interest in the park regeneration plans. Interviews with volunteers revealed the motivation behind volunteerism and provided information about how to harness these efforts for Beckenham Place Park. We concluded with a situational analysis to compare the strengths and weaknesses of other parks with Beckenham Place Park to justify the current and future investment in the park.

4.1 Beckenham Place Park's evolving social value

To gain insight into Beckenham Place Park's evolving social value, our team surveyed visitors of the park at each consultation event. We received a total of 261 survey results at these events. Table 3 shows the dates and locations of these events, as well as the number of survey responses received at each.

Table 3

A list of the dates and locations of the consultation events organized by the Lewisham Council.

Date	Location	Number of Completed Surveys
29/02/16	Downham Library	21
05/03/16	Beckenham High Street	19
09/03/16	Catford Broadway	15
13/03/16	Beckenham Place Park	70
14/03/16	The Green Man	0
14/03/16	Bellingham High Street	21
17/03/16	Evangelical Church Hall	31
19/03/16	Bike Event, Beckenham Place Park	15
21/03/16	The Green Man	0
22/03/16	Ladywell Park	18
26/03/16	Beckenham Place Park	36
01/04/16	Catford Center	15

Once we completed surveys, we began the observational study. The dates and hours of observation for each day of the study are seen in Table 4. The data we acquired, which is located in Appendix F, allowed us to assess who comes to the park and the current usage of park amenities.

Table 4
Dates and hours for the observational study

Date	Hours
Saturday 9 April 2016	8-9 am, 10-11 am, 12-1 pm, 2-3 pm
Sunday 10 April 2016	9-10 am, 11 am-12 pm, 1-2 pm, 3-4 pm
Thursday 14 April 2016	8-9 am, 10-11 am, 12-1 pm, 2-3 pm
Friday 15 April 2016	9-10 am, 11 am-12 pm
Monday 18 April 2016	1-2 pm, 3-4 pm

We compiled the data from the weekday and weekend observation to obtain a total of 827 observed park visitors. Table 1 in Appendix F shows the key we followed when documenting information in the park. We recorded demographics such as the visitor's gender, approximate age, and apparent cultural background. We also noted whether or not the visitor had a visible disability, visited alone or with a group, or had a dog. For the visitors we observed, we monitored and recorded the activities they participated in.

Figure 1 in Appendix F shows that there is an almost even divide in the gender of park visitors, with 53% of visitors being women and 47% of visitors being men. Our team classified 95% of park visitors as white, with the remaining 5% being black or another background (Appendix F, Figure 2). The results from the study also show that 47% of visitors travel alone while 53% travel in a group (Appendix F, Figure 3). Figure 4 in Appendix F shows that 41% of visitors came with a dog. Figure 5 in Appendix F also revealed that only 1% of park visitors had a disability. In terms of observed park activities, Figure 6 in Appendix F shows that the most common activity is walking, whether alone or with a dog. The most popular activity in the park next to walking is golf. For each day of the study, we found that the park receives the most visitors between 2-3 pm. Finally, Figure 8 in Appendix F shows that people visit the park more frequently on the weekends.

In order to assess the results from the survey, we used the assessment tool in Appendix E. Questions 17-20 related to demographics and gave us insight into who comes to the park. There

was an almost equal distribution of male and female visitors: 52% female and 48% male (Appendix G, Figure 1). Since our age demographics were skewed left, as shown in Figure 4, we gathered that the majority of park users are between the ages of 60-74; however, the 30-39, 40-49, and 50-59 age groups combined also make up a large portion of visitors to Beckenham Place Park.

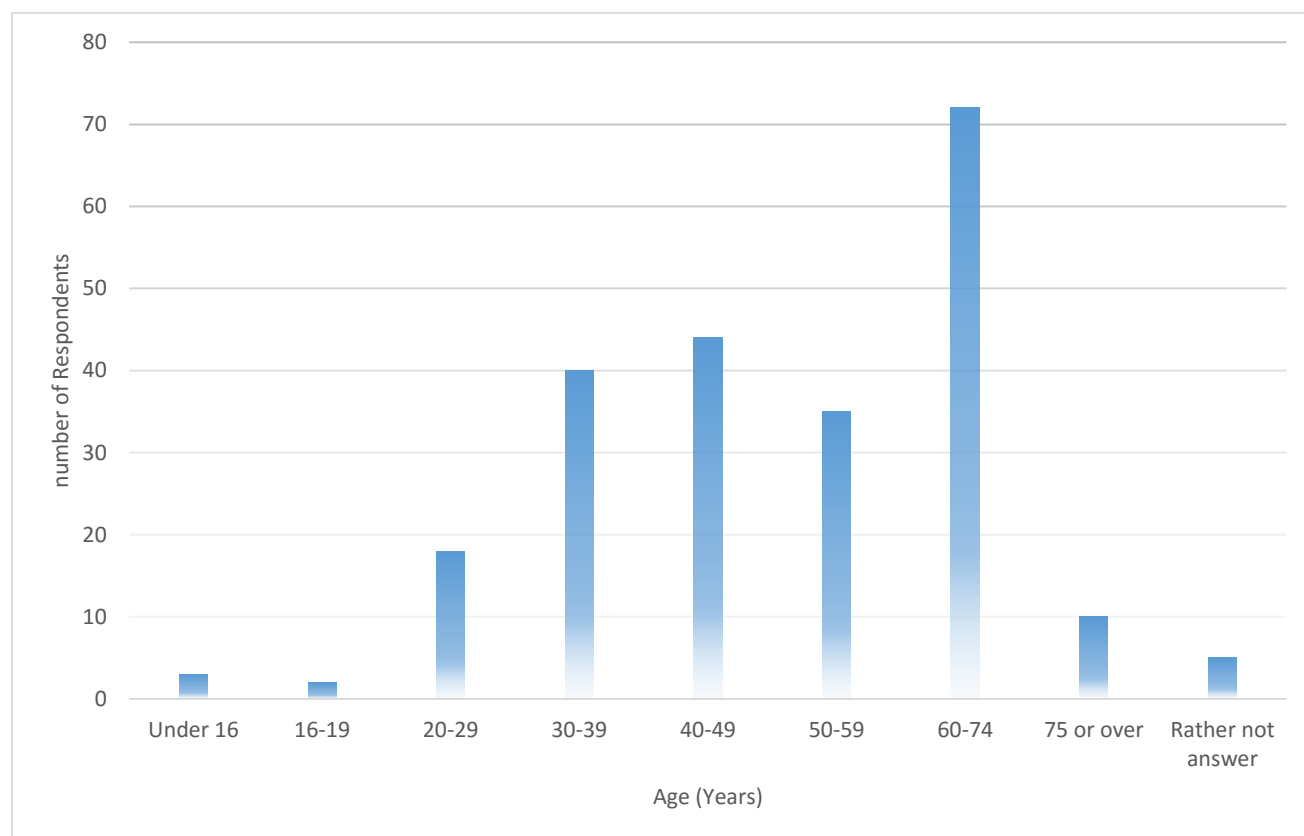


Figure 4: Age of 229 survey participants.

Only 5% of park visitors reported having a disability that affects their use of Beckenham Place Park (Appendix G, Figure 2). There was minimal ethnic diversity among the survey respondents. Most park users identified themselves as white English, Welsh, Scottish, Northern Irish, or British. While a potential reason for this skewed data is the lack of minority groups that visit the park, it was also a result of biased survey distribution. Survey distribution targeted more affluent and less diverse areas inside the Lewisham community; therefore, the results displayed in Table 5 portray a predominantly white English/Welsh/Scottish/Northern Irish/British sample.

Table 5
The ethnicity distribution of 229 participants

White- English/ Welsh/ Scottish/ Northern Irish/ British	154
White - Irish	10
White - Gypsy or Irish Traveller	0
White - Any other background	16
Mixed/ Multiple ethnic groups - White & Black Caribbean	6
Mixed/ Multiple ethnic groups - White & Black African	3
Mixed/ Multiple ethnic groups - White & Asian	0
Mixed/ Multiple ethnic groups - Any other background	1
Asian/ Asian British - Indian	1
Asian/ Asian British - Pakistani	0
Asian/ Asian British - Bangladeshi	0
Asian/ Asian British - Chinese	1
Asian/ Asian British - Any other background	0
Black/ African/ Caribbean/ Black British - African	5
Black/ African/ Caribbean/ Black British - Caribbean	4
Black/ African/ Caribbean/ Black British - Any other background	6
Other ethnic group - Arab	1
Any other background	2
Rather not answer	19

We determined the current community attitude toward the park using the results to question 3. Figure 5 shows how the public feels about the condition of Beckenham Place Park. These results show that there are no strong negative opinions among the general public, despite the negativity surrounding the closure of the golf course, which we discussed in section 2.6. Having results for questions 3 that do not lean in either direction can indicate that survey respondents did not have strong feelings about the question and chose a neutral answer, or they believed that the quality of the park was average.

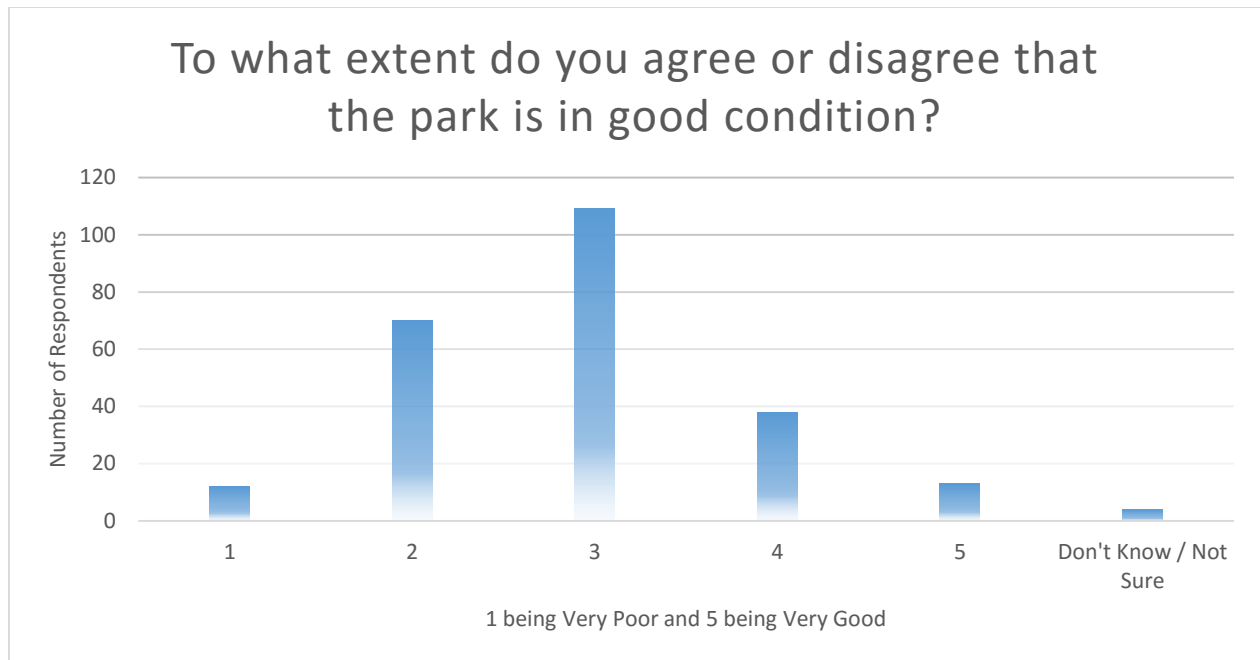


Figure 5: The distribution of 246 answers on the condition of Beckenham Place Park.

Results from questions 1 and 2 enabled us to determine the current usage of park amenities. We defined frequent visitors as people who visit the park once a month or more. The data shows that 25% of respondents come roughly once a month while 45% of respondents come to the park at least once or twice a week, meaning the majority of park users are frequent visitors. Figure 6 represents the frequency with which respondents visit the park.

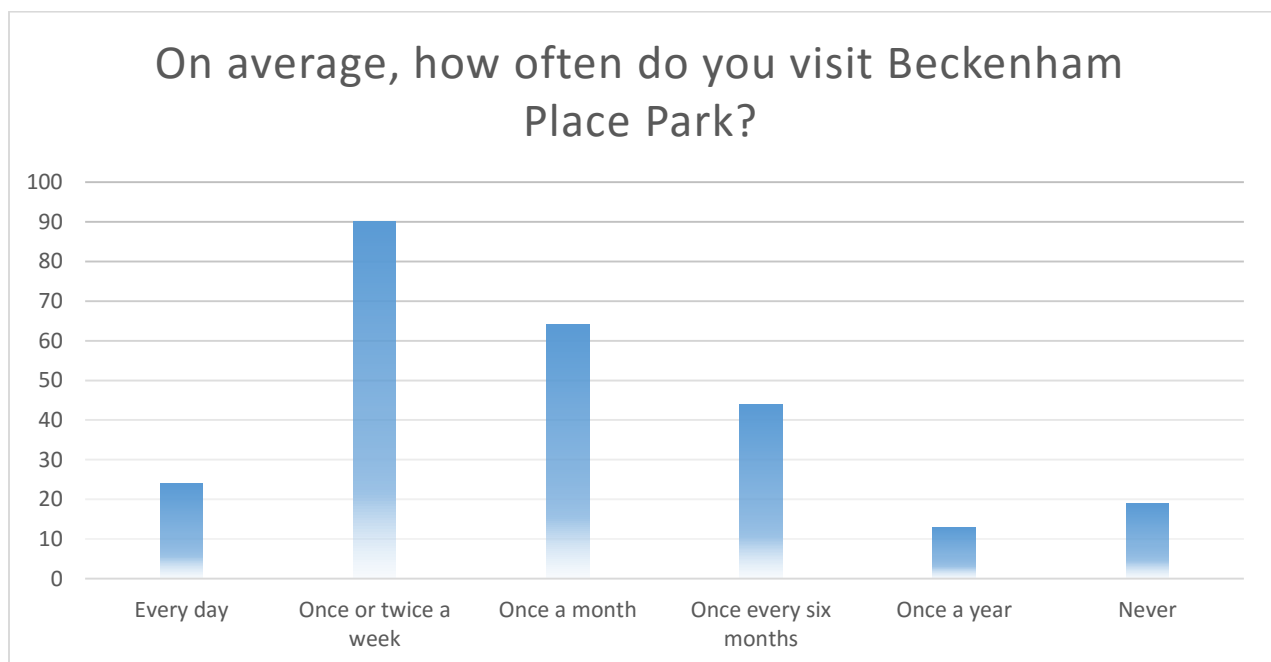


Figure 6: The frequency of park visitation for Beckenham Place Park based on 254 responses.

The results from question 2 show that walking is currently the most popular activity in the park. Other common activities include observing wildlife, relaxing, and spending time outdoors. This question involved choosing each option applicable to the participant. On average, a respondent chose 3.3 options out of a total of 10. The standard deviation of the data is 1.7, meaning most respondents chose between 1 and 5 answers for this question. Despite the concerns about the closure of the golf course, which we discussed in section 2.6, the survey results show that golfing is the least popular activity in the park. The small number of dog walkers also contrasts with the results from the observational study, which showed that the two most common activities in the park are golfing and dog walking. There is a potential that dog walkers ticked the first option rather than reading the rest of the options, causing a lack of accurate responses from this group of people. This contrast between the survey and observational study may represent biased survey. Figure 7 represents the reason for visitation.

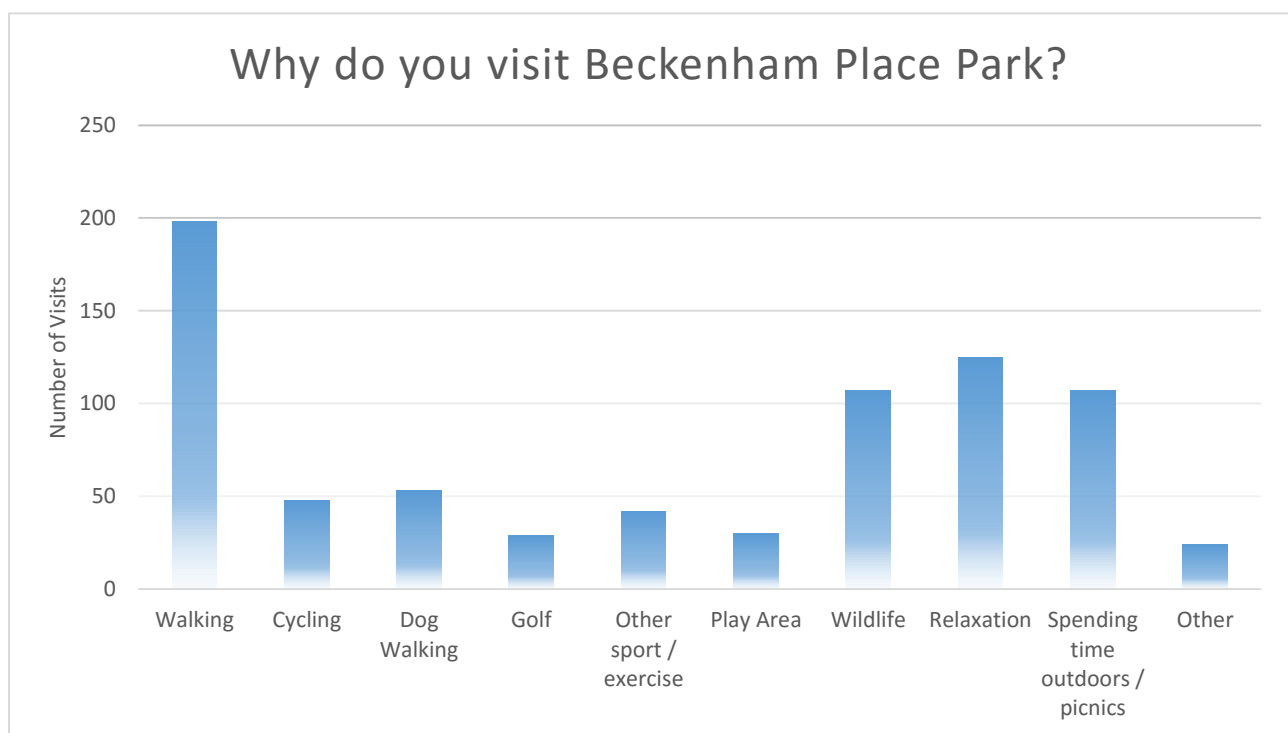


Figure 7: The distribution of reasons for visiting Beckenham Place Park based on 245 responses.

Results from questions 5-7 revealed the current public opinion on proposed added amenities in the regeneration plan. Question 5 results show that implementing shared access routes, or routes used by both walkers and cyclists, was the least popular option. Adding improved access for walkers was the most popular option. These results coincide with the results

from question 2, which show that walking is the primary activity in the park. There is no strong opinion regarding improvements to park access as there is a wide distribution of answers (Appendix G, Figure 3). Question 5 involved choosing each option applicable to the participant. On average, respondents supported 4.2 out of 8 options regarding path and access provision. The standard deviation of the data is 2.4, meaning the majority of respondents chose between 2 and 7 answers for this question. Improving park access involves incorporating better signage and improving entrances and trails. The results show that 56% of visitors prefer an equal amount of provision to both the play area near Old Bromley Road and the one near the Homesteads, meaning that both areas should be renovated in the same way (Appendix G, Figure 4). The results show that 30% of visitors prefer a larger play zone near Old Bromley Road, while 14% of visitors prefer a smaller play zone near Old Bromley Road. Having a majority of neutral answers shows little preference over this distribution of the play provisions amenity.

Questions 10-12 enabled us to determine how the public feels about the proposed events and activities in the park post-regeneration. Responses to question 10, which was about the interest in outdoor activities, showed that the most popular activity was walking, which also coincides with the results about current usage of the park from question 2. Question 10 involved choosing each option applicable to the participant. On average, a respondent supported 5.4 out of 16 options regarding path and access provision. The standard deviation of the data is 3.4, meaning the majority of respondents chose between 2 and 9 answers for this question. Observing wildlife is another popular activity. The results for this question are also evenly distributed; besides walking and observing wildlife, respondents reported using a wide range of park provisions (Figure 8).

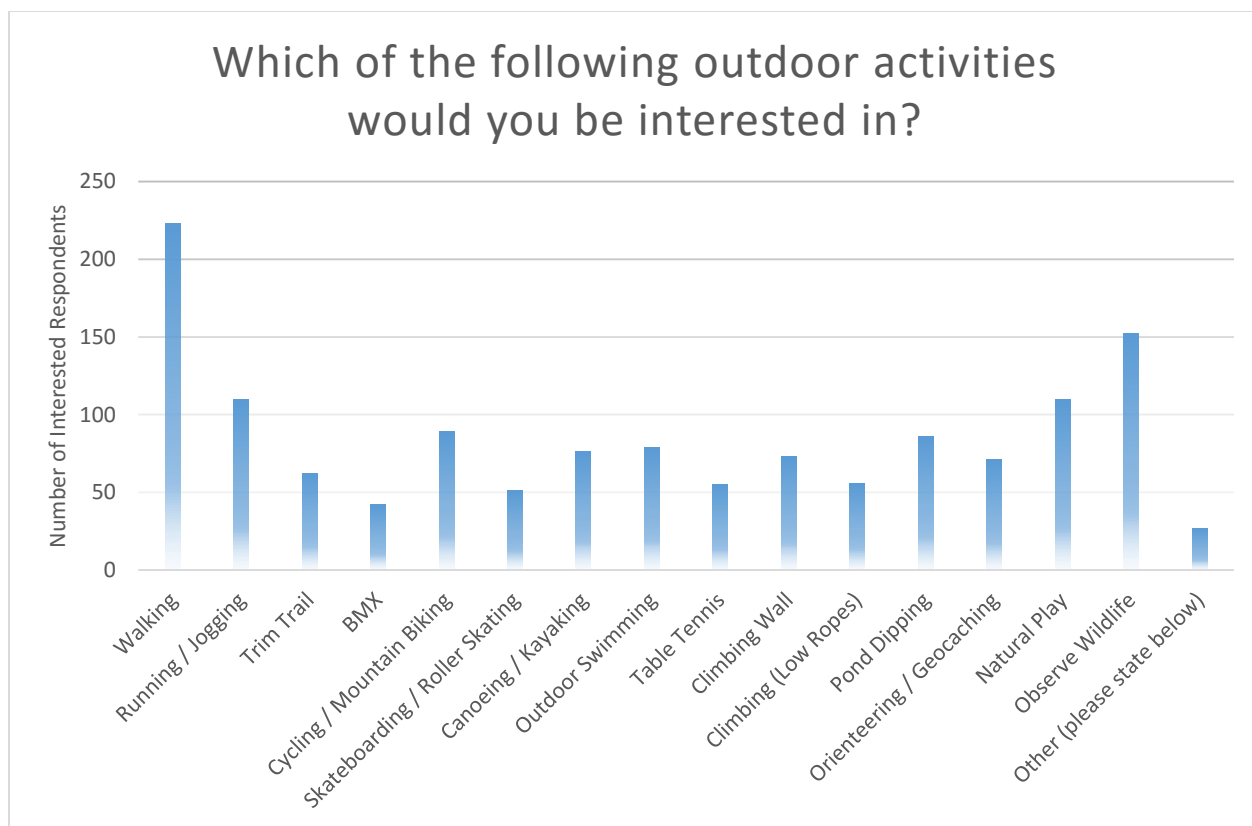


Figure 8: The interest in outdoor activities in Beckenham Place Park post-regeneration based on 253 responses.

Figure 9 displays the results from question 11, and shows that nature and wildlife activities were the favored option for future events in the park, which corresponds to the results from question 10. Play schemes were the least popular option. Question 11 involved choosing each option applicable to the participant. On average, a respondent supported 6.9 out of 17 options regarding path and access provision. The standard deviation of the data is 4.5, meaning the majority of respondents chose between 2 and 11 answers for this question. For question 12, most respondents wanted 12 small events per year, 2-4 medium-sized events per year, and no large events (Appendix G, Figure 5). A small-scale event involves no more than 100 people. On average, the respondents wanted 6.1, or 6 small-scale events per year. A medium-scale event, involves 500 to 1,000 people. The respondents desired an average of 3.26, or 3 medium-scale events per year. Anything larger than 1,000 attendees is a large-scale event. The respondents wanted an average of 1.52, or 1 to 2 large-scale events per year. After discussing this aspect of the regeneration plan with the public at consultation events, our team learned that people residing on the edge of Beckenham Place Park had concerns about the noise level of park events, which may explain the lack of interest in large-scale events.

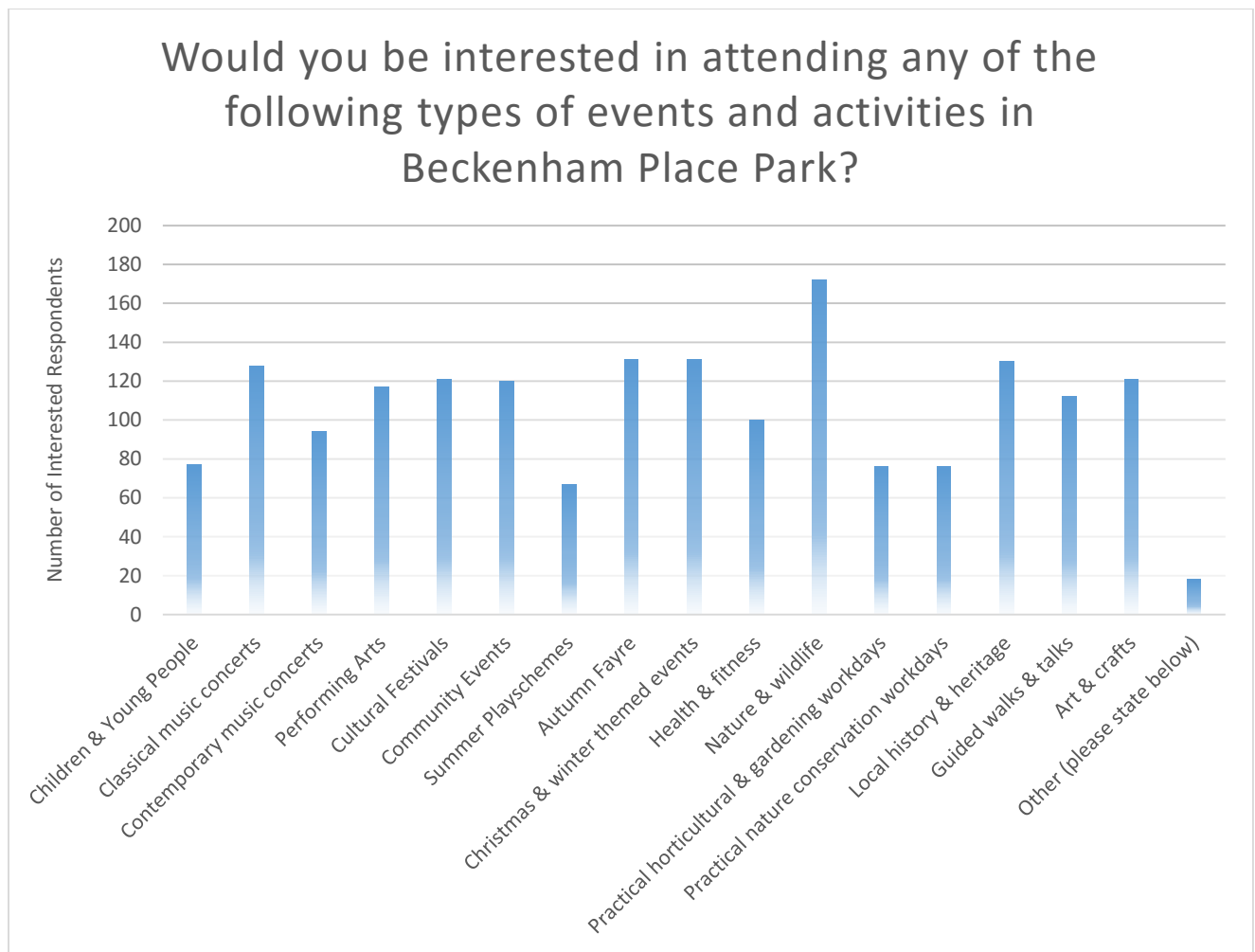


Figure 9: The interest in events and activities in Beckenham Place Park post-regeneration based on 245 responses.

We determined the overall community attitude toward the regeneration using the results from questions 14 and 15. These results show that 71% of all park visitors claimed they will use the park more often if the proposals for the regeneration are implemented (Appendix G, Figure 6). This finding is significant considering the level of concern expressed from a portion of the public regarding the regeneration, particularly with the closure of the golf course.

Questions 4, 8, and 9 reveal the role of historic aspects in Beckenham Place Park in regards to the heritage value of the park, the mansion, and the Homesteads. The majority of park users claimed to have a slightly better than average knowledge of the heritage value of the park (Appendix G, Figure 7). In order to calculate this average with a qualitative scale, we assigned numeric weights to the questions scale starting with 1 for “Very Poor” and 5 for “Very Good.” This calculation resulted in a 3.31 average, or based on the question’s scale, slightly above

average. For question 8, which was about potential uses for the Homesteads, adding a cafe area and toilets were the most popular answers (Appendix G, Figure 8). The addition of a cycle hire was the least popular option. Question 8 involved choosing each option applicable to the participant. On average, a respondent supported 6.2 out of 11 options regarding uses and functions for the Homestead and surrounding courtyard. The standard deviation of the data is 2.8, meaning the majority of respondents chose between 3 and 9 answers for this question. For question 9 involving the potential uses of the mansion, the majority of park visitors want a cafe and tea rooms implemented in the building (Appendix G, Figure 9). Adding offices, creating a hotel, and establishing a conference facility were the least popular options. Question 9 also involved choosing each option applicable to the participant. On average, a respondent supported 4.3 out of 11 options regarding potential uses for the mansion if the Council receives funding. The standard deviation of the data is 2.2, meaning the majority of respondents chose between 2 and 6 answers for this question. The interest in adding a cafe in both the Homesteads and the mansion show that park visitors prefer to have a place to purchase refreshments and socialize in the park over formal meeting areas. There is also interest in turning the mansion into an art gallery or museum; however, this application is impractical because there is no available collection to display in the mansion and the level of tourism in Lewisham is too low for this option to be successful (Taylor, personal communication, 13 April 2016). The wide distribution of responses among the remaining proposals shows that the public does not have a strong opinion about this question.

With funding for the mansion's restoration yet to be secured, and the mansion's plan still undetermined, we conducted further analysis of the community's answers to question 9. We compared the results from question 9 with the results from questions 17 and 18 (Appendix G, Figures 10 and 11). Survey results showed equal distribution of support amongst all age groups for the potential functions of the Beckenham Place Park Mansion. Even though there was an almost equal number of male to female respondents, men showed less support for functions in the mansion. Nonetheless, support for the proposed functions of the mansion were similar for men and women. Regardless of function, our group found that the most prevalent input from the community pertaining to the mansion is that the community desires any sort of use from the mansion, rather than neglecting the most vital historic aspect of the park.

When further examining the frequency of use of the park by its users, we determined whether there were differences in frequency of use by either age or gender. To elaborate, we looked at how people who responded the same regarding their gender in question 18 of the survey answered question 1 regarding how frequently they visited the park (Appendix G, Figure 12). The main conclusion from this cross analysis is that women are slightly more likely to go to the park regularly. There is a similar distribution of frequency of use between the genders; 29% of men are non-frequent visitors, whereas only 18% of women fall into the same category. We conducted a similar analysis of respondents' answers based on their response to question 17, we examined how people in the same age range answered question 1 about their frequency of use of the park. With only two respondents from both the age groups "Under 16" and "16-19," we understood that we did not have enough data on these age groups to draw any inferences from the data. Notable results from this analysis are that 20-29 year olds are non-frequent visitors with only 39% of respondents in this category, however, 75+ year olds are the most likely to be frequent visitors with 90% of respondents determined to be frequent users. Figure 10 shows this information.

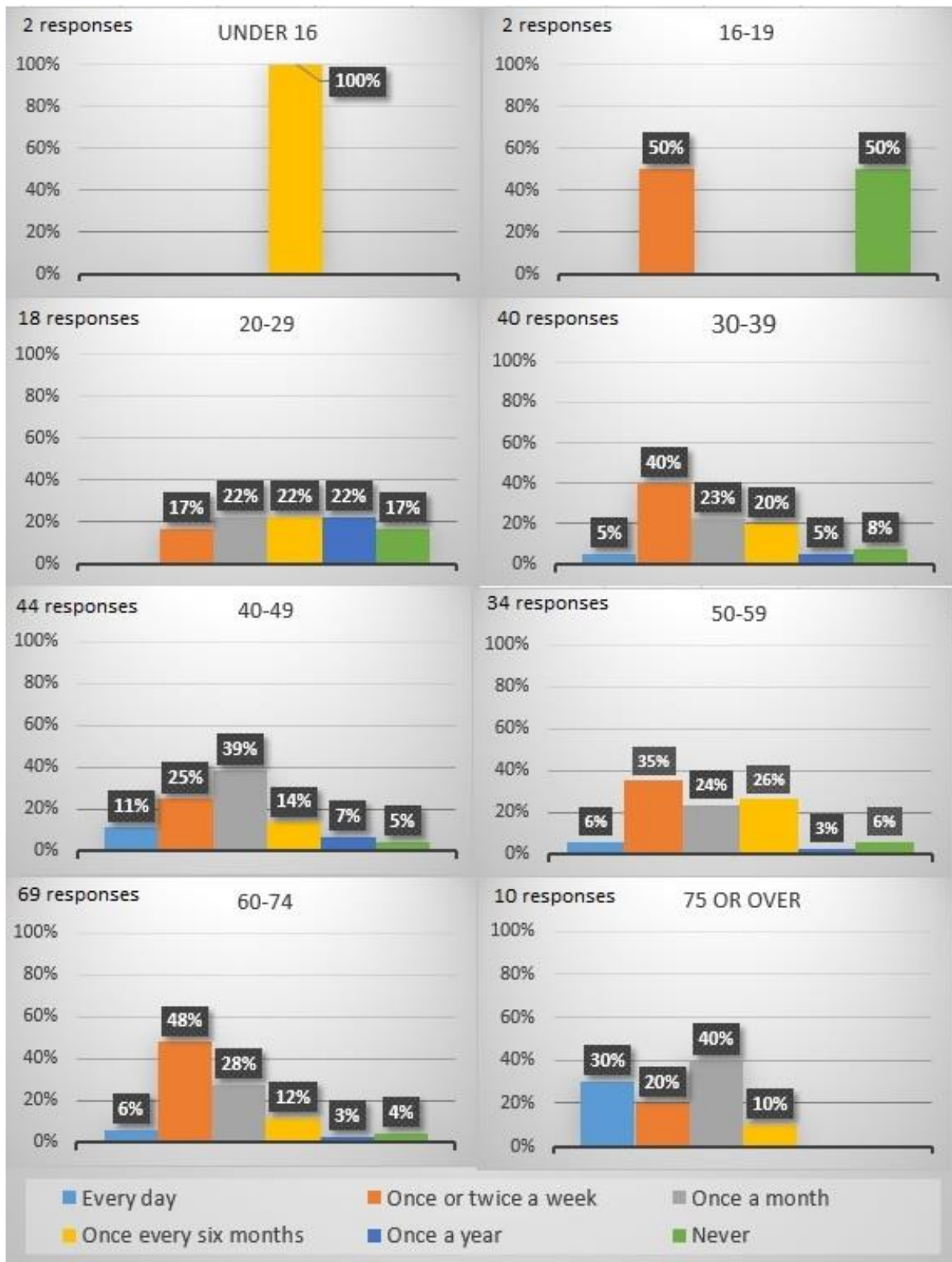


Figure 10: The frequency of visits to the park based on age. Each age group from the survey is represented. A total of 219 participants that reported their aged also reported on their frequency of visitation.

Our team also looked at how people who answered question 1 of the survey also answered question 3 about their perceived condition of the park, as seen in Figure 11. This cross analysis validated that regardless of frequency of visit, 3, or average, was the most predominant response in 5 of the 6 groups. Additionally, the group most likely to praise the condition of the park by giving it a value of 5, or very good, is the one that includes respondents who come to the park every day.

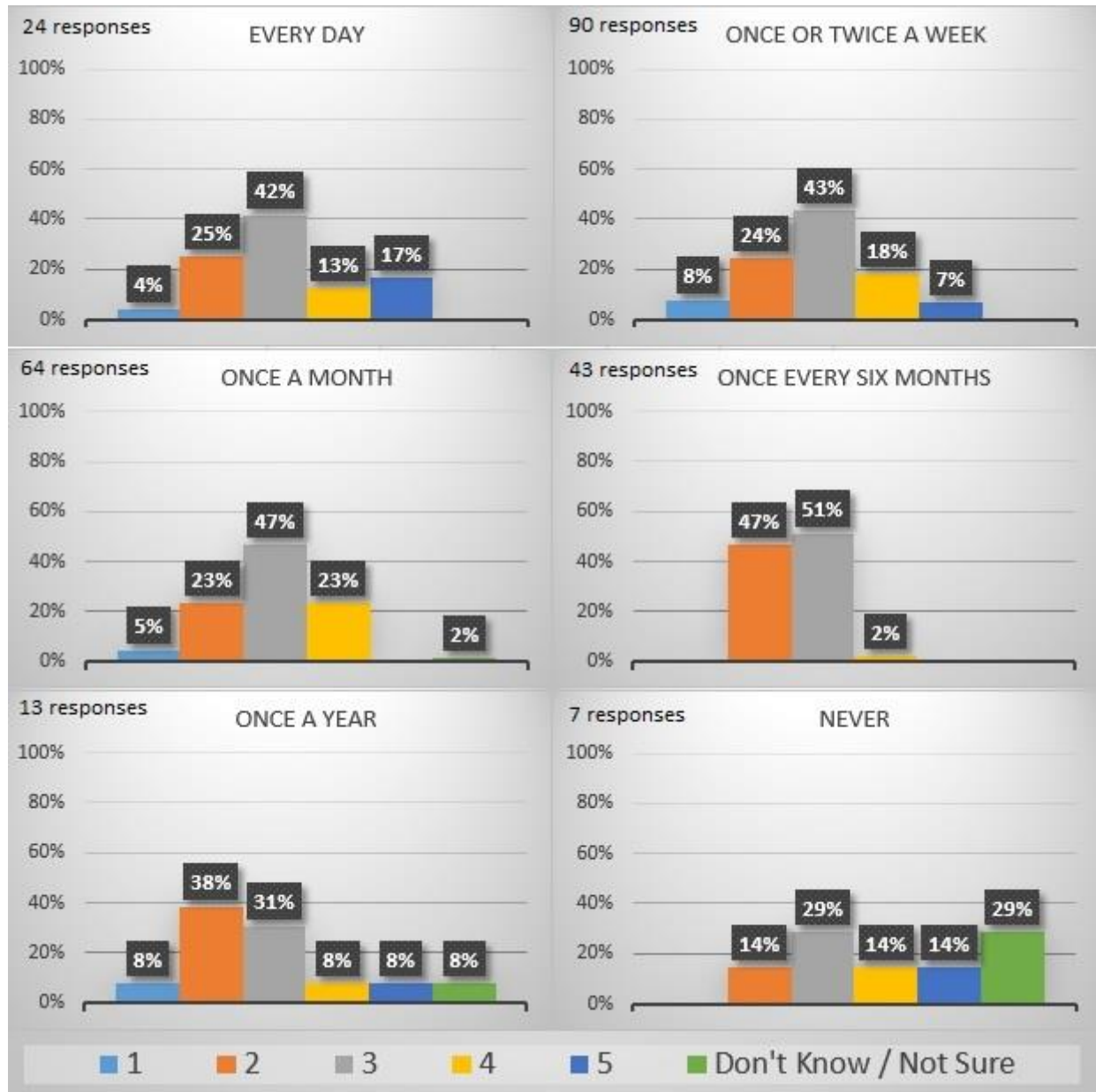


Figure 11: The perceived quality of the park against frequency of visitation. A total of 241 participants that reported their opinion about the quality of the park also reported on their frequency of visitation.

We also decided to examine if there were any trends based on either gender or age within the results for question 2 of the survey which inquired about the reason people came to Beckenham Place Park. When investigating the connection between gender and reasons for attending the park, we measured the cross analysis on a percentage scale (Appendix G, Figure 13). This cross analysis validated that walking is unequivocally the most common reason for attending the park regardless of gender. Another observation is that almost all reasons for visiting are equal from gender to gender. The only reasons that varied with gender were dog walking and other sport, with dog walking being more popular for women and other activities being more popular amongst men. A similar cross analysis determined if age had any influence on the reason for coming to the park (Appendix G, Figure 14).

Another question our team decided to investigate was whether or not the reasons people came to Beckenham Place Park had any influence on their perceived condition of the park (Appendix G, Figure 15). We chose to conduct this analysis to see if frequent users of the park have a more positive outlook on its condition. Most survey participants claimed the park was in average condition as they gave the park a rating of 3 on a scale of 1-5. In addition, 25% of respondents gave ratings of 4 or 5 and 40% of gave ratings of 1 or 2. This shows that while most of the respondents perceive the park to be in average condition, there are more responses in the lower end of the scale than the higher end.

We continued our analysis to gain insight into how age affects interest in future park events in order to understand how to use these events to attract specific age groups to the park. Question 12 of the survey asks about the frequency of small, medium, and large-scale events. Based on the results, the 60-74 and 75+ age ranges wanted no large-scale events, and younger age ranges showed much more interest in each event size (Appendix G, Figure 16).

The last cross analysis our team investigated was whether likelihood to use the park post-regeneration depended on gender or age. We conducted this cross analysis by comparing the answers to question 14 with the age and gender responses (Appendix G, Figure 17). Men and women had nearly identical responses, never varying more than 1%. This confirms that both men and women equally claimed they would use the park more often post-regeneration. Our team also considered a possible trend between age of respondent and likelihood to use the park more after the regeneration (Appendix G, Figure 18). Analysis showed that all age ranges equally claimed they would use the park more often post-regeneration.

After analyzing the results from our survey and observational study, we noticed a gap in the data. Results from question 2 on the survey that asks participants why they visit Beckenham Place Park show that golf is the least popular option (Figure 7). During the observational study, we found that walking and golfing were the two main activities in the park. We also observed many children with their families, and this data is not expressed in the survey results because the survey was not oriented toward younger age groups. Several consultation events, particularly Easter Fun Day in Beckenham Place Park on 26/03/16 and the church event on 17/03/16, were more family-oriented and may have reduced the amount of diversity in survey results. This gap in the data makes the survey more useful for analyzing the attitude toward the future of the park rather than the current state of the park. The observational study is therefore more applicable to the current extent of park utilization and the demographics of visitors.

4.2 Beneficial practices for harnessing volunteerism in Beckenham Place Park

In order to harness volunteer efforts for Beckenham Place Park, our team conducted a series of interviews that assessed the practices and organizational strategies that generate successful volunteering. These practices include having clear objectives, accountability for commitments, and opportunities to provide feedback. In addition, the survey we conducted included a question regarding volunteerism. The survey results provided insight into what the volunteers are willing to volunteer for, thus allowing for an understanding of general volunteer interest in the Lewisham community. Responses from the interviews address the experiences and opinions of individuals involved with green space volunteering, allowing us to articulate the factors that go into a successful volunteering practice. Analysis of the answers received from both the survey and interviews allowed us to determine the strengths, weaknesses, and challenges with volunteering practices.

Survey question 13 was relevant to this section because it inquired about each respondent's willingness to volunteer in the park, and the collective results from this question provided us with current data regarding the community's eagerness to support various types of volunteering activities. The results revealed the single most popular response for this question was "not interested," with 36% of park visitors choosing this response. However, 64% of respondents declared that they would be willing to volunteer in one way or another. Of

individuals who selected at least one option for volunteering interests, 55% prefer to work with wildlife and habitat conservation. Besides “Wildlife & Habitat Conservation,” no other activities were as distinctly popular, with an equal distribution between 27% and 32% of respondents interested in volunteering for the other activities. “Oral History Projects” was the only outlier and was significantly unpopular gaining interest from only 7% of individuals open to volunteering. Question 13 involved choosing each option applicable to the participant. On average, respondents supported 6.2 out of 8 options regarding potential volunteer work in the park. The standard deviation of the data is 2.8, meaning the majority of respondents chose between 3 and 8 answers for this question. Figure 12 shows the results for question 13 of the survey.



Figure 12: The interest in volunteer activities for Beckenham Place Park based on 92 responses. This figure excludes the “not interested” option.

To conduct further analysis regarding question 13 of the survey, we looked at how age and gender affect the likelihood to volunteer. For gender, men showed less interest in volunteering than women. Women that were interested in volunteering wanted to be involved with wildlife and habitat conservation. This option has the largest difference between men and women respondents. Oral history projects were the least popular for both genders, as seen in Figure 13.

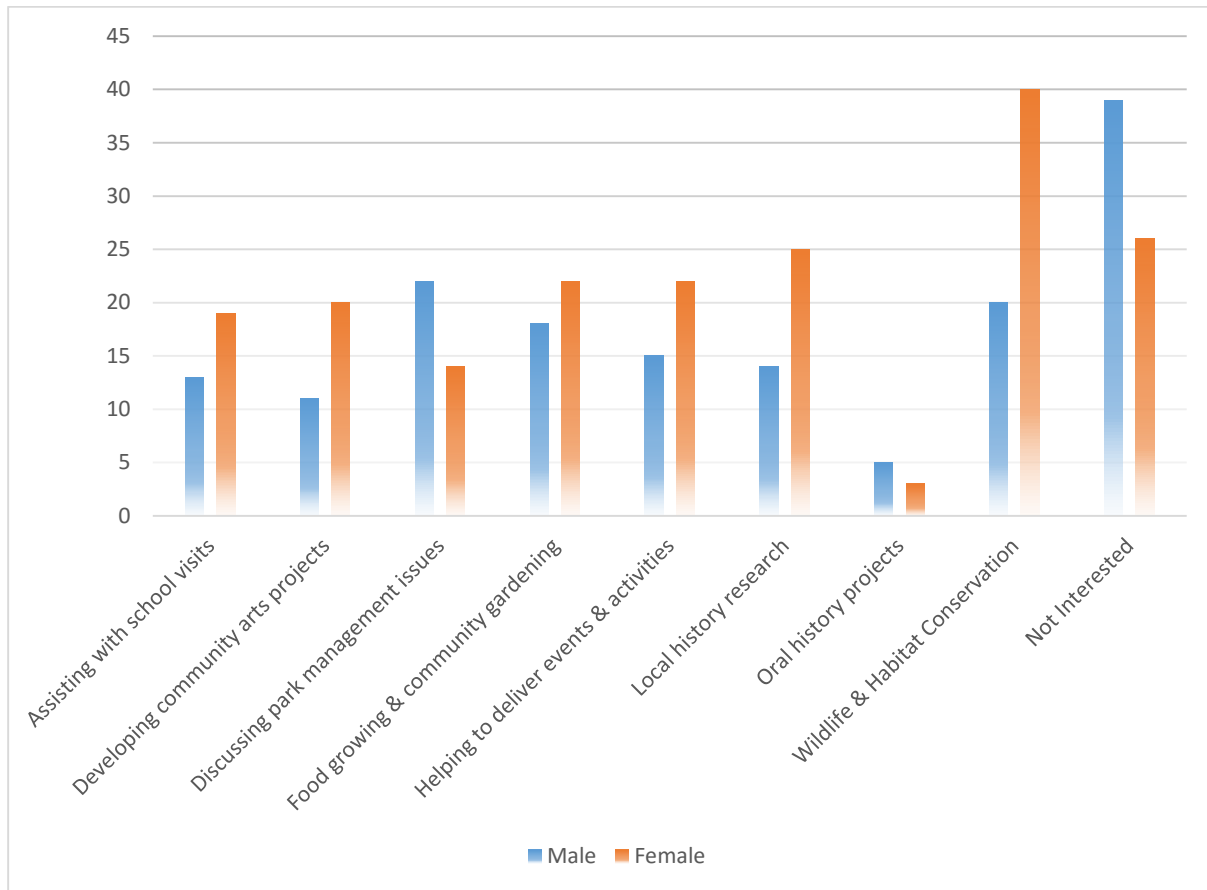


Figure 13: The likelihood to volunteer based on gender. A total of 153 participants that reported their gender also reported their likelihood to volunteer.

When we examined expressed interest in volunteering by age, we discovered that the majority of respondents in the 75+ age range showed no interest in volunteering. As seen in Figure 14, younger age groups showed a relatively even amount of support for the volunteering options provided on the survey, with the outlier being oral history projects.

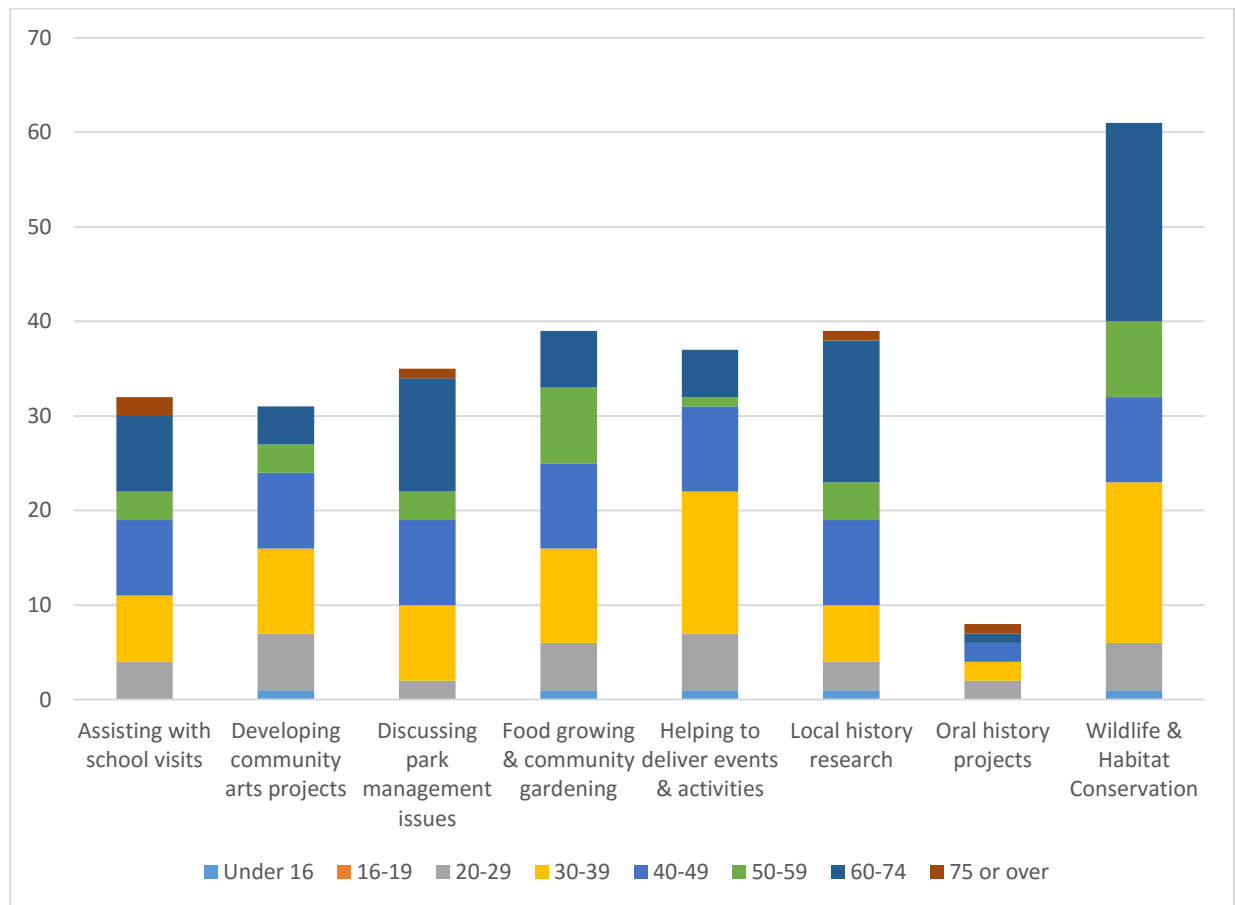


Figure 14: The likelihood to volunteer based on age. A total of 92 participants that reported their age also reported their likelihood to volunteer. This figure excludes those that ticked “not interested.”

To determine which age groups responded with “not interested” most often on the survey, we isolated the respondents from question 13 that only ticked this option. According to the results shown in Figure 15, participants that are 75+ years old are not interested in volunteering in Beckenham Place Park. Younger age groups, such as 30-39 and 40-49, show more interest in volunteering. The age groups of under 16 and 16-19 do not reflect the opinions of the surrounding community accurately because we received a small number of responses from these age groups.

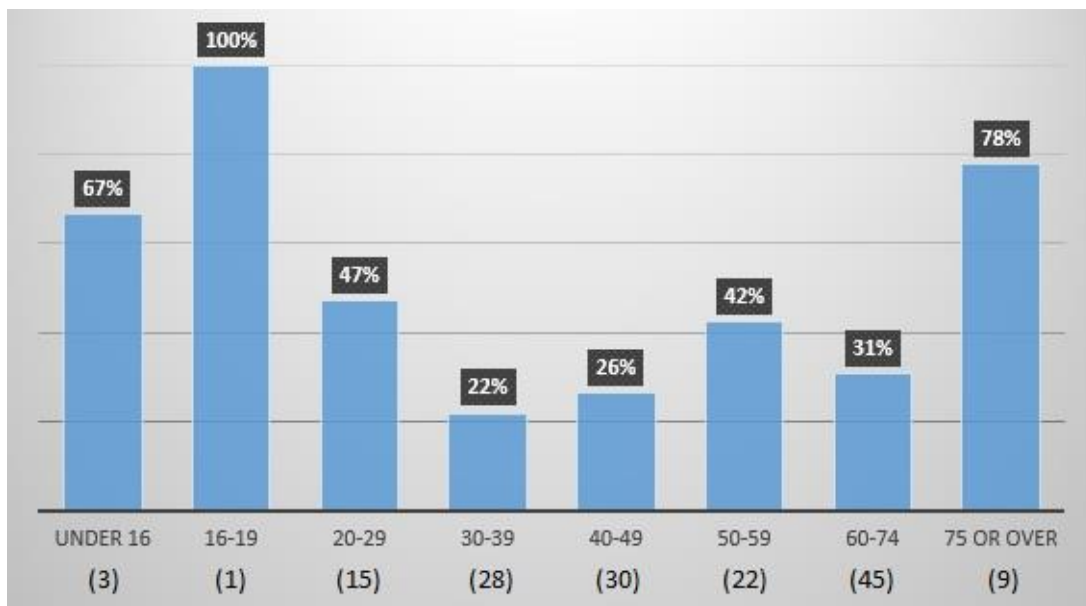


Figure 15: The percentage of respondents that ticked “not interested” based on age. A total of 61 participants ticked this option. The numbers in parentheses underneath the bars represent the total number of participants in this age group.

Figure 16 shows the average number of volunteer options that participants ticked excluding the “not interested” option. These results show a decreasing average number of volunteer options ticked as age increases. The under 16 and 16-19 age groups do not reflect the opinions of the surrounding community accurately because we received a small number of responses from these age groups.

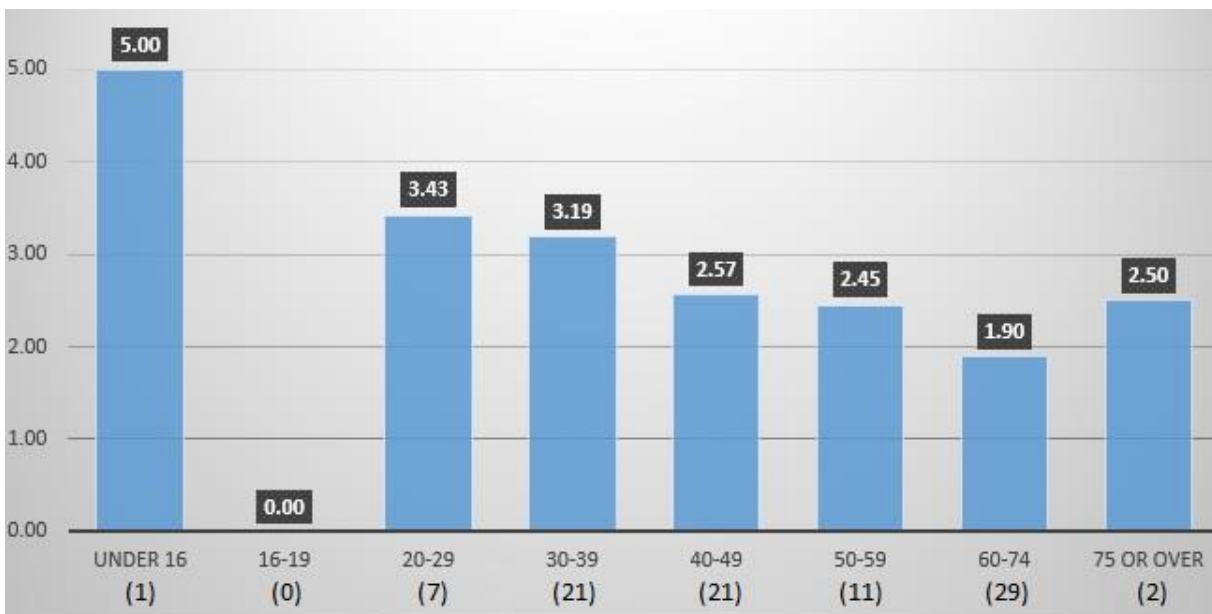


Figure 16: The average number of volunteer options ticked based on age. A total of 92 participants ticked these options. The numbers in parentheses underneath the bars represent the total number of participants in this age group.

Figure 17 shows the distribution of the standard deviation values for each age group that ticked options for volunteering, excluding the “not interested” option. Excluding the 40-49 age group, standard deviation decreased as age increased. This means as age increased, the variation in the number of options participants ticked decreased.

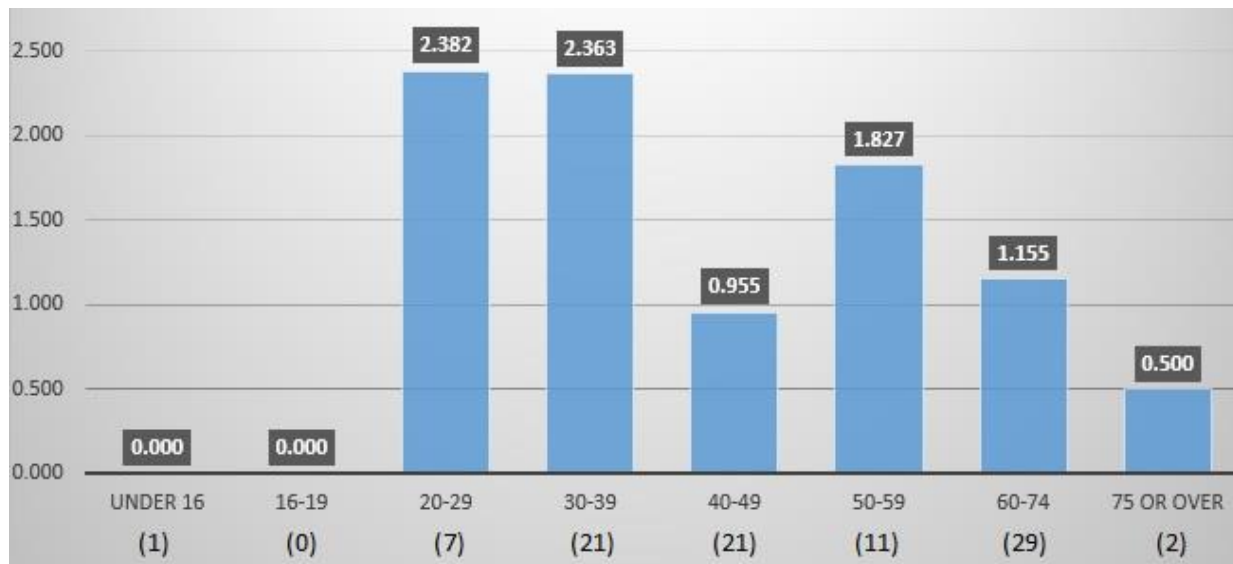


Figure 17: The standard deviation of the number of volunteer options ticked based on age. The numbers in parentheses underneath the bars represent the total number of participants in this age group.

Our team also interviewed experienced volunteers, which provided information from resident experts on volunteering practices for green spaces. We identified keywords in multiple interviews identifying main concepts and patterns about volunteering. The keywords from our interviews included ownership, management, and organization. Each of the volunteers we interviewed used these words several times throughout the conversation. When we asked volunteers what motivates them to devote their time and why they think other people volunteer, each of their responses contained the word “ownership.” The interview participants consistently defined this term as the sense of fulfillment with one’s self for completing a project or helping others, and having an end result that can give the volunteer a sense of pride and achievement (Appendix I and J). By having visible proof of their work and how it makes a difference in the community, volunteers feel a sense of ownership over the area in which they are contributing their efforts.

Another keyword found in the interviews was “management,” otherwise defined as the leadership of an organization. According to the volunteers we interviewed, the presence of a

positive and instructional leader leads to a successful volunteer organization. An efficient leader encourages volunteers to get involved and provides the correct guidance and enthusiasm. Successful leaders are motivated, dedicated to their projects, and skilled in communication (Appendix J).

Likewise, good leadership comes from the organization of the volunteer group. The Sydenham Garden volunteers each have structured roles and organized events held weekly and yearly. There is also available support and guidance to help volunteer organizations stay structured, including an annual volunteer training event focusing on the importance of teamwork, which is outlined in their volunteer handbook (Appendix K). Sydenham Garden volunteer policies inform volunteers on what they can expect from their volunteering experiences (Appendix H). These guidelines provide the organization with the resources to assist volunteers in completing their tasks by offering necessary guidance and support.

The interviews with the volunteers also revealed several strengths and weaknesses for individual volunteering and group volunteering. An individual volunteer is not involved with an organization, whereas a volunteer group is a collection of individuals who work collectively toward a common goal. The strength of group volunteer work is the variety of talents and skills amongst the volunteers. With more people involved, the number of connections and resources available increases. The weakness of volunteer groups is the lack of financial resources that are required to conduct medium- or large-scale volunteer projects. When conducting the interviews, we learned that there is no difference between the motivation of an individual volunteer and a group volunteer. According to Volunteer #1 (Appendix H), there is a stronger sense of community and camaraderie in group volunteering. On the other hand, Volunteer #2 (Appendix I) believed group volunteering gives more direction and structured work as opposed to individual volunteering.

To determine the factors that motivate volunteering in the community, we addressed what drives a community to participate in volunteer work. A primary reason for volunteering is to see a difference in the community. Often, volunteers that were previously in a state of poverty contribute their efforts to give back to the community and assist others that are currently in need (Appendix J). Volunteering also provides people with an opportunity to interact with others who share similar interests and goals. Schools and organizations contribute to the volunteering community by requiring volunteer hours (Appendix H).

4.3 Justification for short-term and continual investment in Beckenham Place Park

Through the observational study and survey results, we found that there is minimal variety in park usage; golfing, walking, and dog walking are the three main activities in the park. The park also predominantly attracts white residents in the age range of 60-74 years old. The results from the observational study show that younger residents and minority groups visit the park less frequently. After discussing the regeneration plans with the public at consultation events, we learned that many residents are concerned about the lack of funding set aside for the mansion. Visitors recognize the value of this building and its potential to become an asset to the community. Additionally, 71% of survey participants show support for the regeneration by claiming they will use it more often once it is complete. With further investment in the mansion and the addition of new amenities, the park has the potential to engage the entire community and become a significant source of social value for the surrounding Boroughs of Lewisham and Bromley. We used this information to draft the argumentative brief for the Lewisham Council because each of these points is useful for making a case to justify further investment.

Our team created the argumentative brief using a PowerPoint presentation. The Lewisham Council can use this brief in a formal presentation to potential stakeholders and investors to justify current and future funding for the park and its historic buildings. The Council can also send this file out via email to communicate the findings from our study. The PowerPoint contains text on each slide to explain the results of our study and how they apply to the future of Beckenham Place Park. The brief is located in Appendix L.

The situational analysis we completed involved analyzing both the Beckenham Place Park regeneration and the potential Beckenham Mansion restoration. The analysis is located on slides 11-14 of the argumentative brief to allow the Council to communicate our findings. We looked at both of these aspects for the situational analysis so the Lewisham Council can justify investing more money and resources in both the park and the mansion if they choose. Table 6 shows the SWOT analysis for the park regeneration.

Table 6
The SWOT analysis for the regeneration of Beckenham Place Park

	POSITIVE	NEGATIVE
INTERNAL	Strengths <ul style="list-style-type: none"> • Large amount of capital already secured (~8.8 million pounds) • Strategic relationships in place (Heritage Lottery Fund and stakeholders) • Beckenham Place Park is recognized by name within the community • Large amount of green space (267 acres) • Ancient woodland • Abundant wildlife 	Weaknesses <ul style="list-style-type: none"> • Poor to average condition • Secluded atmosphere in the park created by the golf course affiliation • Small annual budget for maintenance in the park • Vocal minority in opposition to regeneration • Poor condition of trails • Limited access into the park (small number of entrances) • Poor signage • Railroad divide that prevents easy travel from one side of the park to the other
EXTERNAL	Opportunities <ul style="list-style-type: none"> • More and improved amenities to attract additional segments of the community <ul style="list-style-type: none"> • Improved trails • New café and toilets • Improved skate park and play areas • Expressed interest in the park regeneration from the public 	Threats <ul style="list-style-type: none"> • Decreased visitation from the golfing community • Rumors among the community about the regeneration plans, which act as negative publicity (Taylor, personal communication, 13 April 2016) • Safety risks associated with the new lake and lack of park lighting

The SWOT analysis shows the internal strengths and weaknesses for Beckenham Place Park and compares them to the external opportunities and threats for the future of the park. The park currently has several strengths, including the secured funding, name recognition in the community, and available green space for the regeneration. On the other hand, its weaknesses include its poor condition, the small annual budget, and the secluded atmosphere produced by the golf course. The Lewisham Council can use these strengths and weaknesses to validate funding

in the park; its large amount of green space allows for the addition of new amenities, and its current poor condition leaves room for improvement in the future.

The future of Beckenham Place Park post-regeneration includes several opportunities and threats. Once the regeneration is complete, there will be a variety of new amenities and attractions in the park to attract more people and increase visitation. The social value of the park will increase by involving the entire community rather than just specific segments. However, there are also potential threats involved with the regeneration, including decreased visitation from the golfing community and the continuation of the social divide between boroughs. This SWOT analysis allows the Council to anticipate these threats and prepare for them before they occur, while also taking advantage of the opportunities provided by the regeneration.

Our team also analysed the strengths, weaknesses, opportunities, and threats for the Beckenham Mansion specifically. Table 7 outlines this analysis.

Table 7
The SWOT analysis for the potential Beckenham Mansion renovation

	POSITIVE	NEGATIVE
INTERNAL	Strengths <ul style="list-style-type: none"> • Level II historic building • Large building to accommodate multiple purposes • Sense of identity within the community • Location (overlooks restored park) 	Weaknesses <ul style="list-style-type: none"> • No funding currently secured • Renovations to historic buildings are expensive and timely • Limitations on renovations from grant funding and government restrictions • High maintenance costs of historic buildings
EXTERNAL	Opportunities <ul style="list-style-type: none"> • Potential for increased income through utilization of the building • A new attraction for the park • Fully operational kitchen to cater events or hold a restaurant • Potential to attract private external investment for space in the building 	Threats <ul style="list-style-type: none"> • Financial loss from the renovations or increased maintenance costs • Renovations may harm the structure of the building • Loss of heritage value post-regeneration due to modern commodities

The current strengths of the Beckenham Mansion include its heritage value as a level II historic building, its large amount of available space, and its location in the park. Renovating the building can turn it into an asset to the community. The weaknesses of the mansion include the lack of established funding, the high cost of renovations, and the maintenance costs that are associated with historic buildings. Although the weaknesses are primarily focused on monetary issues, the strengths show the potential that the building has.

In terms of future opportunities for the mansion, the two primary ones are the potential for increased income and its ability to become a new attraction for the park. The mansion can become a source of revenue for the Council by allowing external investors to utilize the available space in the building. Because the mansion is such a prominent feature in the park, renovating it and making it open to the public has the potential to bring in more visitors. The most prominent threat for the mansion is the potential financial loss. The mansion needs a significant amount of renovation, and if the Lewisham Council does not utilize the building effectively once it is complete, it can lose revenue on maintenance costs.

The strengths in this SWOT analysis enable the Lewisham Council to identify where Beckenham Place Park can differentiate itself among other United Kingdom parks, while the weaknesses identify critical areas for improvement. The analysis allows the Lewisham Council to anticipate what may happen with the future of the park, and use this information to take advantage of opportunities that will maximize the strengths of the park, while avoiding the threats that will add to its weaknesses. By supplying the Council with an unbiased SWOT analysis from an outside source, it can compare current and future park regeneration efforts to similar park regenerations around the world (Appendix L, slides 12 and 14). Investment in other park regenerations provides benefits by adding social value into the community; therefore, the Lewisham Council can justify investment in the regeneration by comparing these benefits to Beckenham Place Park's strengths, weaknesses, opportunities, and threats.

Chapter 5: Recommendations

Our results enabled us to draw conclusions and make recommendations for the Lewisham Council to use to maximize the success of the regeneration plan. We divided the recommendations into three categories: enhancing design stage III, harnessing volunteer efforts, and justifying funding for the park regeneration. We made these recommendations based on what we believe will enhance the social value of the park for the community, as well as benefit the Lewisham Council.

5.1 Enhancing design stage III

In order to guide the Lewisham Council in implementing provisions into the park that will increase its social value for the community, we made recommendations regarding design stage III, which focuses on the final modifications to the design plan. Table six outlines these recommendations.

Table 8
Recommendations for enhancing design stage III

5.1 Enhancing design stage III
The Lewisham Council should highlight access and signage in the park.
The Lewisham Council should recruit local organizations to get involved in small-scale events in the park.
The Lewisham Council should allot an area for a driving range.
The Lewisham Council should renovate paths to accommodate both walkers and cyclists.
The Lewisham Council should create play areas at both locations.

The Lewisham Council should highlight access and signage in the park.

Figure 3 in Appendix G shows the results from question 5 of the survey, which asks about improving paths and access routes around the park. These results show that survey participants want access for walkers, trails for people with limited mobility, and more welcoming

entrances. Question 6 included a textbox that prompted respondents to make suggestions about additional ways to improve access around the park. When reading the responses to this question, we found that many respondents requested improved and increased signage in Beckenham Place Park. Incorporating better access routes, entrances, and signage around the park makes it easier for visitors to travel through the green space, therefore making their experience in the park more satisfying. Welcoming entrances can increase visitation numbers by creating aesthetic appeal; generally, residents will be more interested in visiting a park that looks approachable and enjoyable from the outside. The current entrances to Beckenham Place Park, particularly the one near Old Bromley Road, lack the necessary signage that informs visitors of their location. The trails in the woodland area are poorly marked, making it difficult for a visitor to navigate from one side of the park to the other. This lack of appropriate signage can be difficult for a first-time visitor to the park, and potentially discourage him or her from returning.

The proposed master plan for the park includes incorporating better access routes and entrances, and the Lewisham Council should consider adding more signage as well. Adding additional maps around the park, especially in the woodland area, will make navigation easier for visitors. Marking trails in the woodland paths with arrows on trees or rocks eliminates the need to put multiple maps throughout this area. Cleaning up the entrances and making them look approachable through landscaping and adding clear signage should attract potential visitors to the park.

The Lewisham Council should recruit local organizations to get involved in small-scale events in the park.

The survey results showed that most participants prefer 12 or more small-scale events at the park over large-scale events (Appendix G, Figure 5). Discussion with residents at consultation events also revealed that many people only visit the park during special events organized by the Lewisham Council. By organizing multiple small-scale events in the park on a weekly to monthly basis, the Council can generate a higher visitation rate in the park. When discussing this topic with our sponsor, we learned that some potential ideas for small-scale events include farm stands and fitness activities, such as yoga classes in the park.

These small events can be run by local businesses that are interested in getting involved in the park. Incorporating events involving farm stands or food trucks in the park will attract people that live outside of the surrounding park area or usually visit the park less frequently.

These events will bring positive publicity to the park and potentially serve as an attraction for tourists. Farm stands and markets can also be combined with other small-scale events, such as a local art show, sporting event, or fitness activity. Organizing these small-scale events can also increase the social value of the park by bringing the community together in a social environment.

There are many local businesses that use public access area to provide their clients with a certain need or purpose. For example, educational outreach programs use public space to educate their students about survival in the woods, whereas a mountain biking program might use public space to demonstrate certain cycling techniques on a variety of different surfaces. The Lewisham Council should target businesses that could potentially utilize Beckenham Place Park to provide its clients with unique opportunities in a local setting.

The Lewisham Council should allot an area for a driving range.

While the survey results showed that golf was the least popular activity in Beckenham Place Park, the observational study showed that it was the most common activity next to walking (Appendix F, Figure 6). When conducting the consultation events, many of the residents we talked to expressed disappointment and confusion about the removal of the golf course. The closure of the golf course has both positive and negative consequences. Closing the course will make the park feel more open to residents that do not golf, which is necessary to encourage these people to visit the park and utilize its available amenities and open space. The majority of the people that use the golf course, however, are visitors in the 60-74 age range, which is the dominant age range in the park based on survey results. Shutting down the golf course will potentially reduce visitation by the older generation, which contradicts the goal of engaging all areas of the community in the park. As a compromise, we recommend allotting an area for a driving range, specifically by the Foxgrove building we discussed in section 2.6.

The Foxgrove building has no definite purpose yet. Current discussion regarding the building includes the idea of allowing an external business to turn it into a pub or restaurant, which is impractical because of the secluded location and lack of transportation available to the area. It is unlikely that a business will be interested in utilizing this building because of these negative aspects. Turning the building into a center for the driving range gives it an inexpensive purpose while simultaneously keeping the golfers interested in Beckenham Place Park. Having a specific building dedicated to the driving range also makes it easier to monitor payments; the

primary issue with the golf course is the inability to prevent people from using their own balls and clubs instead of paying the mandatory charge, which causes a loss of revenue for the council.

The Lewisham Council should renovate paths to accommodate both walkers and cyclists.

Further analysis of the results from question 5 of the survey showed that “shared access routes” was the least popular option. Shared access means that trails are used by both walkers and cyclists. When discussing this provision with residents at consultation events, we learned that many of the walkers do not like sharing trails with cyclists, and vice versa. The paths are not large enough to accommodate both groups. We also heard complaints about the condition of these trails during poor weather; the woodland paths become muddy and unusable after rain.

Since walking is the most popular activity in the park, the Council needs to invest in renovating these paths and making them easier to use. Widening the paths allows for both walkers and cyclists to use them without complications. Making the trails more resistant to poor weather is necessary to avoid the mud that currently makes the trails difficult to navigate. The current master plan for the park regeneration includes creating a 5K trail throughout the park; by considering this recommendation when building this trail, the Council can make the new trail able to accommodate both walkers and cyclists.

The Lewisham Council should create play areas at both locations.

Figure 5 in Appendix G shows the results to question 7 of the survey, which reveals that 56% of respondents prefer to have equal levels of provision at both of the potential play area locations. This means that both locations should have the same size play zone. Since we received a small number of surveys from respondents under 16 years old, we do not have any direct opinions from this age group. The observational study, however, showed that children do utilize the park, particularly when accompanied by their families. We noticed that children spent time walking with their parents rather than utilizing the current play area in the park.

The Lewisham Council should provide play zones near the Old Bromley Road as well as near the regenerated homestead area. The Lewisham Council must consider families when adding amenities to the park by providing equal play areas in both sides of the park. A smaller play zone at the Homesteads may drive families to the other side of the park, and vice versa. The play provision at the Homesteads will provide higher incentives for the nearby cafes by parents watching their children. The play zones allow children to connect with the park and provide a higher chance of the children wanting to return for future visits.

5.2 Harnessing volunteer efforts

Part of the regeneration efforts involves organizing volunteer work in the park. Volunteer efforts currently in the park are minimal. Table 7 shows a list of the recommendations we made for the Lewisham Council to harness volunteering in the park during and after the regeneration.

Table 9
Recommendations for harnessing volunteer efforts

5.2 Harnessing volunteer efforts
The Lewisham Council should hire a qualified coordinator in charge of managing volunteers and projects.
The Lewisham Council should create an organizational mission statement.
The Lewisham Council should determine a method to acknowledge volunteer work continuously.
The Lewisham Council should develop a schedule for available volunteer work in the park.

The Lewisham Council should hire a qualified coordinator in charge of managing volunteers and projects.

When interviewing volunteers from Sydenham Garden, one of the keywords in each conversation was “management.” The volunteers defined management as the leadership of an organization. Volunteer groups are composed of a variety of different people with specific goals, so there must be a leader to direct the group in a direction that will satisfy every member. In all three interviews conducted, each participant claimed that volunteers need guidance through delegated tasks and fulfilling work. By hiring a qualified coordinator to be in charge of managing volunteers, the Lewisham Council can effectively organize volunteer efforts in Beckenham Place Park. The Lewisham Council is currently seeking to hire a full-time employee for green space volunteering (Plaskitt, personal communication, 13 April 2016).

The Lewisham Council should create an organizational mission statement.

During multiple interviews, volunteers revealed that successful volunteer groups have mission statements that give the volunteers purpose. The mission statement allows the volunteers to see how their efforts improve their community. Having a specific type of volunteering as a focus for the organization makes it easy to communicate objectives and find volunteers that are interested in particular work. Having a mission statement that incorporates the importance of volunteering for Beckenham Place Park makes it clear what the purpose of the organization is. To make a mission statement, the Lewisham Council should create a goal for volunteering in Beckenham Place Park accompanied by a list of objectives that outline how to accomplish this goal.

The Lewisham Council should determine a method to acknowledge volunteer work continuously.

When conducting our background research, we found that people stop volunteering because they feel their efforts are being wasted and underappreciated. This information is found in section 2.3. In order to motivate volunteers to keep working, their efforts must be validated. Hosting a regular volunteer gathering and sending personal notes of gratification shows people that their work is being recognized and making a difference in the community. The Lewisham Council can assign this task to a volunteering committee that works under the hired coordinator.

The Lewisham Council should develop a schedule for available volunteer work in the park.

Another keyword found in each of the interviews we conducted is “organization.” The Sydenham Garden volunteers have structured roles and events that take place on a regular basis, and these defined guidelines enable them to stay updated on tasks. In order to organize volunteer work and publicize available tasks around the park, the Lewisham Council should create and maintain a schedule that outlines the dates, locations, and times of different volunteering opportunities in Beckenham Place Park. This schedule should also contain contact information for volunteer groups that are currently involved in park work so individual volunteers can join their efforts if they choose. Making this schedule online makes it easy for the public to access. An online database also allows volunteer groups to post their information and attract new members.

5.3 Justifying funding for the park regeneration

The final set of recommendations we made involves justifying funding for the park regeneration. While the funding secured by the Council is going toward several new amenities and improvements, there is no funding set aside for the mansion. If the Council wants to continue expanding the park in the future, a means of justifying investment is necessary. Table 8 outlines the recommendations we made for this purpose.

Table 10
Recommendations for justifying funding for the park regeneration

5.3 Justifying funding for the park regeneration
The Lewisham Council should advertise the improved park during and after regeneration.
The Lewisham Council should communicate with park regeneration investors the social and economic value of the regeneration based on the opportunities associated with the new amenities.

The Lewisham Council should advertise the improved park during and after regeneration.

The Lewisham Council needs to advertise the current regeneration plans and continue publicizing the new amenities in the park as the regeneration process takes place. During discussions with the public at consultation events, many residents expressed concern over the lack of communication between them and the Lewisham Council regarding the changes to the park. Additionally, Figure 3 in Appendix G shows that the majority of survey respondents claimed to have an average understanding of the heritage value of Beckenham Place Park. These results show that many community members may not be aware of what the park currently offers, and therefore won't know of the changes that occurred inside the park during the regeneration. Therefore, the Lewisham Council should create fliers and host additional consultation events in highly populated areas around the park to ensure the community is aware of the improvements taking place. During these consultation events, the Lewisham Council must inform the community about the new and improved amenities currently included in the design plans. The more comprehensive and engaging the Lewisham Council is during these events, the more supportive the community will be with the regeneration

The Lewisham Council should communicate with park regeneration investors the social and economic value of the regeneration based on the opportunities associated with the new amenities.

The Council has regular meetings with investors to communicate progress with the regeneration and discuss future plans. Our team attended one of these meetings on 13 April 2016 to present on our findings from the survey results, and received a positive response from the investors that attended. To aid the bid of Beckenham Mansion and to educate the park's investors, the Lewisham Council should plan to communicate the benefits of the regenerated park. Gained social and economic value from the regeneration will provide the investors with necessary information to justify work and capital spent on the park. The Lewisham Council should repeat this study on the park once the regeneration is complete and compare the new data to the results we acquired. The Lewisham Council should compile the results and present them to investors to show differences in visitation numbers and park usage. By showing quantitative data regarding the improvement to the park, potential investors may be willing to contribute to the renovation of the mansion.

Chapter 6: Conclusion

The goal of this project was to propose a strategy for the ongoing evaluation of how the public values Beckenham Place Park, with particular consideration to social value and volunteer work. If the Lewisham Council chooses to re-conduct our study in the future to assess the value of the park over time, particularly during and after the park regeneration process, expansion in several areas of the study will obtain more accurate results. Biased survey distribution produced a gap between survey and observational results. In order to receive equal input from people of varying demographics, the Council must conduct survey distribution in more areas outside the park. The results obtained from the survey did not reflect the population of the surrounding boroughs accurately. Organized consultation events within the park mainly attracted white visitors in the 60-74 age range. Additionally, family-oriented consultation events resulted in skewed data. These modifications will ultimately make future studies regarding Beckenham Place Park more successful and enable the Lewisham Council to assess the status of the park continually. Our strategy for assessing the social value of the park requires repeating the survey and observational study during and after the park regeneration. These methods allow the Council to evaluate the usage of the park and how the public perceives the park's value for the community, while informing the community of the park's regeneration. Harnessing volunteer efforts will add to the park's social value by bringing the community together for a common purpose. In order to maximize social value in Beckenham Place Park, the Lewisham Council must engage the entirety of the surrounding community in the park.

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Appendix

Appendix A: Images of Danson House in Danson Park after the restoration



Reference Photo 1: The front of Danson House (Friends of Danson Park, 2005).



Reference Photo 2: One of the rooms in Danson House (Friends of Danson Park, 2005).



Reference photo 3: A meeting room in Danson House (Friends of Danson Park, 2005).

Appendix B: Information about the regeneration for consultation events









Boards 1-2: Consultation boards provided by the Lewisham Council highlighting the master plan and Homesteads provision (Taylor, personal communication, 16 March 2016).



Boards 3-4: Consultation boards provided by the Lewisham Council highlighting the pleasure grounds and the common (Taylor, personal communication, 16 March 2016).

Appendix C: Survey questions administered to participants

Beckenham Place Park

Public Consultation on Draft Proposals

Lewisham Council have been awarded development funding by the Heritage Lottery and Big Lottery Funds to develop detailed plans to restore and improve Beckenham Place Park. We would now like to hear your views on our draft masterplan proposals.

Please refer to the display panels when completing this survey.

- On average, how often do you visit Beckenham Place Park?** (Tick one only)

Everyday..... <input type="checkbox"/>	Go to Q2	Once a month..... <input type="checkbox"/>	Go to Q2	Once a year..... <input type="checkbox"/>	Go to Q2
Once or twice a week..... <input type="checkbox"/>	Go to Q2	Once every six months..... <input type="checkbox"/>	Go to Q2	Never..... <input type="checkbox"/>	Go to Q5
- Why do you visit Beckenham Place Park?** (Tick all that apply)

Walking..... <input type="checkbox"/>	Play Area..... <input type="checkbox"/>
Cycling..... <input type="checkbox"/>	Wildlife..... <input type="checkbox"/>
Dog Walking..... <input type="checkbox"/>	Relaxation..... <input type="checkbox"/>
Golf..... <input type="checkbox"/>	Spending time outdoors / picnics..... <input type="checkbox"/>
Other sport / exercise..... <input type="checkbox"/>	Other (please state below)..... <input type="checkbox"/>
- To what extent do you agree or disagree that the park is in good condition?**
On a scale of 1 to 5, with 1 being very poor and 5 being very good. (Tick one only)

1	2	3	4	5	Don't Know / Not Sure
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
- How do you rate your general understanding of the heritage value of Beckenham Place Park?**
(i.e. the history of the Park & buildings, involvement of people in the Park, wildlife and natural history)
(Tick one only)

Very Poor	Poor	Average	Good	Very Good	Don't Know / Not Sure
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Entrances & Access

- The draft masterplan shows improvements to the paths and access routes to create circular routes around Beckenham Place Park for walking and cycling.**

Which of the following approaches do you support? (Tick all that apply)

More welcoming entrances..... <input type="checkbox"/>	Improved access for walkers..... <input type="checkbox"/>
Improving the setting of the Mansion by relocating the car park..... <input type="checkbox"/>	Improved access for cyclists..... <input type="checkbox"/>
Creation of circular routes around the park..... <input type="checkbox"/>	Shared access routes..... <input type="checkbox"/>
Creation of easy access trail(s) or routes (for people with limited mobility)..... <input type="checkbox"/>	Creation of way marked trails with interpretation..... <input type="checkbox"/>

Page 1 of 4

6. Do you have any comments about how access around the park could be improved?

Play

7. The proposals show improved play provision at Beckenham Place Park, shown as orange and pink zones on the masterplan. Which option for new play provision would you prefer? (tick one only)

- Larger** play zone near Old Bromley Road (Orange Zone) & a **smaller** play zone at near the Homesteads (Pink Zone) ☐
- Smaller** play zone near Old Bromley Road (Orange Zone) & a **larger** play zone at near the Homesteads (Pink Zone) ☐
- Both** locations should have the same level of provision ☐

Buildings

8. Which of the following uses and functions would you support at the Homesteads & surrounding courtyard area? (Tick all that apply)

- | | | | | | |
|-------------------------------------|--------------------------|-----------------------------------------|--------------------------|---------------------------------------------|--------------------------|
| Café & refreshments provision | <input type="checkbox"/> | Exhibition & interpretation space | <input type="checkbox"/> | Small scale events (fairs and markets)..... | <input type="checkbox"/> |
| Café seating on the terrace..... | <input type="checkbox"/> | Educational space | <input type="checkbox"/> | Cycle hire | <input type="checkbox"/> |
| Toilet provision | <input type="checkbox"/> | Meeting space..... | <input type="checkbox"/> | Other (please state below)..... | <input type="checkbox"/> |
| Visitor information | <input type="checkbox"/> | Art and crafts demonstrations | <input type="checkbox"/> | | |

9. A separate funding bid will be made to restore and improve the Mansion, please tell us the uses and functions that you would like to see considered? (Tick all that apply)

- | | | | | | |
|--------------------------------|--------------------------|---------------------------------------------------------|--------------------------|---------------|--------------------------|
| Café / Tea Rooms..... | <input type="checkbox"/> | Spaces for community hire.... | <input type="checkbox"/> | Hotel..... | <input type="checkbox"/> |
| Restaurant | <input type="checkbox"/> | Gallery / Museum / Exhibition Space..... | <input type="checkbox"/> | Offices | <input type="checkbox"/> |
| Conference facility | <input type="checkbox"/> | Dance / theatre / music studios / rehearsal space | <input type="checkbox"/> | Other | <input type="checkbox"/> |
| Wedding / Function venue | <input type="checkbox"/> | Training & educational use.... | <input type="checkbox"/> | | |

Outdoor Recreational Activities

10. Which of the following outdoor activities would you be interested in? (Tick all that apply)

- | | | | | | |
|---------------------------------|--------------------------|--------------------------------------|--------------------------|---------------------------------|--------------------------|
| Walking | <input type="checkbox"/> | Skateboarding / Roller Skating | <input type="checkbox"/> | Low Ropes | <input type="checkbox"/> |
| Running / Jogging | <input type="checkbox"/> | Canoeing / Kayaking | <input type="checkbox"/> | Pond Dipping..... | <input type="checkbox"/> |
| Trim Trail..... | <input type="checkbox"/> | Outdoor Swimming..... | <input type="checkbox"/> | Orienteering / Geocaching.... | <input type="checkbox"/> |
| BMX..... | <input type="checkbox"/> | Table Tennis | <input type="checkbox"/> | Natural Play | <input type="checkbox"/> |
| Cycling / Mountain Biking | <input type="checkbox"/> | Climbing Wall..... | <input type="checkbox"/> | Observe Wildlife | <input type="checkbox"/> |
| | | | | Other (please state below)..... | <input type="checkbox"/> |

Events

11. Would you be interested in attending any of the following types of events and activities in Beckenham Place Park? (Tick all that apply)

- | | | | |
|----------------------------------------|--------------------------|----------------------------------------------------|--------------------------|
| Children & Young People | <input type="checkbox"/> | Health & fitness | <input type="checkbox"/> |
| Classical music concerts | <input type="checkbox"/> | Nature & wildlife | <input type="checkbox"/> |
| Contemporary music concerts | <input type="checkbox"/> | Practical horticultural & gardening workdays | <input type="checkbox"/> |
| Performing Arts | <input type="checkbox"/> | Practical nature conservation workdays | <input type="checkbox"/> |
| Cultural Festivals | <input type="checkbox"/> | Local history & heritage | <input type="checkbox"/> |
| Community Events | <input type="checkbox"/> | Guided walks & talks | <input type="checkbox"/> |
| Summer Playschemes | <input type="checkbox"/> | Art & crafts | <input type="checkbox"/> |
| Autumn Fayre | <input type="checkbox"/> | Other (please state below) | <input type="checkbox"/> |
| Christmas & winter themed events | <input type="checkbox"/> | | |

12. Please tell us about the scale and frequency of future possible events at Beckenham Place Park (tick one per line only)

	None	1 per year	2 per year	4 per year	6 per year	12 per year	>12 per year
Small scale events (typically up to 100 people)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Medium scale events (typically 500 - 1,000 people)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Large scale events (typically 5,000 people and above)	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Volunteering

13. Would you be interested in taking part in any of the following volunteer activities? (Tick all that apply)

- | | | | |
|----------------------------------------------|--------------------------|---------------------------------------|--------------------------|
| Assisting with school visits | <input type="checkbox"/> | Local history research | <input type="checkbox"/> |
| Developing community arts projects | <input type="checkbox"/> | Oral history projects | <input type="checkbox"/> |
| Discussing park management issues | <input type="checkbox"/> | Wildlife & Habitat Conservation | <input type="checkbox"/> |
| Food growing & community gardening | <input type="checkbox"/> | Not Interested | <input type="checkbox"/> |
| Helping to deliver events & activities | <input type="checkbox"/> | | |

Overall Project

14. Overall, would the proposals shown on the exhibition encourage you to visit Beckenham Place Park or visit it more often? (Tick one only)

- Yes, I'd use it more often ☐ Neither ☐ No, I'd use it less often ☐ Don't know / not sure ☐

15. Do you have any other comments about the proposals for Beckenham Place Park?

About You

Monitoring Data Only

The following responses will be used only for monitoring and broad statistical purposes only.

16. Please tell us your postcode so that we can better understand where respondents live in relation to Beckenham Place Park

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17. How old are you? (Tick one only)

Under 16 ☐ 20-29 ☐ 40-49 ☐ 60-74 ☐ Rather not answer ☐
16-19 ☐ 30-39 ☐ 50-59 ☐ 75 or over ☐

If you are under 16, please confirm you have the consent of your parent / guardian to complete this survey ☐

18. Are you... (Tick one only)

Male ☐ Female ☐ Rather not answer ☐

19. Do you consider yourself to have a disability or long term illness that affects your use of Beckenham Place Park? (Tick one only)

Yes ☐ No ☐ Rather not answer ☐

20. Which of the following best describes your ethnic group? (Tick one only)

White- English/ Welsh/ Scottish/ Northern Irish/ British..... <input type="checkbox"/>	Asian/ Asian British - Bangladeshi..... <input type="checkbox"/>
White - Irish <input type="checkbox"/>	Asian/ Asian British - Chinese..... <input type="checkbox"/>
White - Gypsy or Irish Traveller..... <input type="checkbox"/>	Asian/ Asian British - Any other background..... <input type="checkbox"/>
White - Any other background..... <input type="checkbox"/>	Black/ African/ Caribbean/ Black British - African <input type="checkbox"/>
Mixed/ Multiple ethnic groups - White & Black Caribbean <input type="checkbox"/>	Black/ African/ Caribbean/ Black British - Caribbean <input type="checkbox"/>
Mixed/ Multiple ethnic groups - White & Black African <input type="checkbox"/>	Black/ African/ Caribbean/ Black British - Any other background..... <input type="checkbox"/>
Mixed/ Multiple ethnic groups - White & Asian... <input type="checkbox"/>	Other ethnic group - Arab <input type="checkbox"/>
Mixed/ Multiple ethnic groups - Any other background <input type="checkbox"/>	Any other background <input type="checkbox"/>
Asian/ Asian British - Indian <input type="checkbox"/>	Rather not answer..... <input type="checkbox"/>
Asian/ Asian British - Pakistani..... <input type="checkbox"/>	

Thank you for completing our survey

Data Protection - How information will be used

The information you provide will only be used for the purpose of statistical research. Individual responses will not be available to the public.

Data is being collected by CFP on behalf of Lewisham Council. The information may be shared with other Council departments, consultants employed by the Council or organisations that deliver services for the Council for the sole purpose of informing the Council's provision of services.

Office Use Only - Source

Figure 1: Pages 1-4 of the survey.

Appendix D: Sample interview script and questions for park volunteer groups

Hello Mr./Ms. _____! We are _____ and _____, students at Worcester Polytechnic Institute in the United States. We are currently working on a project that is meant to provide us students, as developing engineers, with both cultural and societal exposure while gaining real-world group project experience. This interview is a part of that project. Our project, is meant to work in conjunction with the Lewisham Council and report on the social value and volunteer practices of Beckenham Place Park. The questions we are about to ask you revolve around your involvement with _____ and your experience with your volunteer group. We assure you that the information you provide in this interview will be kept completely confidential and anonymous. Now before we start, do we have the permission to record this conversation for future reference? Thank you.

1. Please tell us something about yourself.
 - a. Demographics (Occupation, Where do they live? Where do they work?)
2. What is your volunteering background? (How long have you volunteered? How many hours per week? What do you specifically do when volunteering?)
3. What motivates you to volunteer in the park?
4. Do you plan to contribute your efforts toward the regeneration of the park? *
 - a. If yes,
 - i. Which aspect of the regeneration do you want to contribute towards?
5. Do you feel as if your volunteer efforts had an influence on the park?
6. Why did you choose to join a volunteer group:
 - a. What inspired you to volunteer?
 - b. What drew you to this particular program?
 - c. Anything else?
7. What are the benefits of being part of a volunteer group over being an individual volunteer?
 - a. If in a volunteer group

- i. What are the top three strengths of your volunteer group?
 - ii. What are the top three weakness of your volunteer group?
- 8. Do you believe Beckenham Place Park could benefit from additional volunteer efforts? *
- 9. Do you feel as if your social life has benefitted from being in a volunteer group? Are there any special events that your volunteer organization offers in the park?
 - a. If yes,
 - i. Which ones? Organized by which organizations?
 - ii. Why do you attend these events? (Positives or merits)
 - iii. Where are these events conducted?
 - iv. How much do these events cost?
 - b. If no,
 - i. Have you heard of other events or organizations that do provide event services in the park?
- 10. What do you believe are the top three strengths of your volunteer organization in recruiting new volunteers?
- 11. In your opinion, how could Beckenham Place Park adjust the overall volunteer experience to improve volunteer retention rate? *

Appendix E: The assessment strategy for our methodology

1. One-dimensional research questions:
 - a. Who comes to the park?
 - i. Observational Study
 - ii. Survey
 - a. Q16, Q17, Q18, Q19, Q20
 - b. What is the current community attitude toward the park?
 - i. Survey
 - a. Q3
 - c. What is the current usage of park amenities?
 - i. Observational Study
 - ii. Survey
 - a. Q1, Q2
 - d. What is the current public opinion on proposed added amenities?
 - i. Survey
 - a. Q5, Q6, Q7
 - e. What is the current public opinion on proposed events and activities that the park will offer post-regeneration?
 - i. Survey
 - a. Q10, Q11, Q12
 - f. What is the overall community attitude towards the regeneration of the park?
 - i. Survey
 - a. Q14, Q15
 - g. What is the role of the historic aspects in Beckenham Place Park?
 - i. Survey
 - a. Q4, Q8, Q9
 - h. What is the current state of volunteerism in Beckenham Place Park?
 - i. Survey
 - a. Q13
 - ii. Interviews

- a. What are the demographics of park volunteers?
 - i. Q1
 - b. What is the extend of park volunteers' efforts?
 - i. Q2
 - c. What motivates park volunteers?
 - i. Q3, Q5, Q6 (a, b, c)
 - d. What is the experience of park volunteers with organizations?
 - i. Q4, Q7, Q9, Q10
 - e. How can parks maximize the number of volunteers?
 - i. Q8, Q11, Q12
 - i. What are other parks providing their communities that Beckenham Place Park should?
 - i. Situational Analysis
2. Multi-dimensional research questions:
- a. Do people of different ages use the park for different purposes? (Q2, Q17)
 - b. Do people of different genders use the park for different purposes? (Q2, Q18)
 - c. Does the community attitude toward the park affect park usage? (Q1, Q3)
 - d. Does public opinion on the amount of proposed events that the park will offer post regeneration vary based on age? (Q12, Q17)
 - e. Does gender affect overall community attitude toward the regeneration of the park? (Q14, Q18)
 - f. Does age affect overall community attitude toward the regeneration of the park? (Q14, Q17)
 - g. How does age affect the usage of the park? (Q1, Q17)
 - h. How does gender affect the usage of the park? (Q1, Q18)
 - i. Does usage of park amenities affect the community perception of the park? (Q2, Q3)
 - j. Does age influence the willingness to volunteer in the park? (Q13, Q17)
 - k. Does gender influence the willingness to volunteer in the park? (Q13, Q18)
 - l. Does age affect the interest in amenities for the separate funding of the Mansion? (Q9, Q17)

- m. Does gender affect the interest in amenities for the separate funding of the Mansion? (Q9, Q18)

Appendix F: Results from the observational study

Table 1

Key for the observational study (Taylor, personal communication, 2016). Note the bold convention used in tables and graphs for documenting and recording the observational study.

Gender	Age	Cultural Background	State	With dog	Disability	Activities	
						Walking	PLAY areas
Male	0 - 4	White	Alone	Yes	Yes	Dog Walking	Running
Female	5 - 16	Mixed	Group	No	No	Golf	Sitting
	17 - 24	Asian				Buggy / pram	STanding
	25 - 49	Black				Cricket	Sitting around CAFE
	50 - 69	Chinese				CYcling	BMX skate park
	70+	Other				Football	Wheelchair
						Other (please specify)	

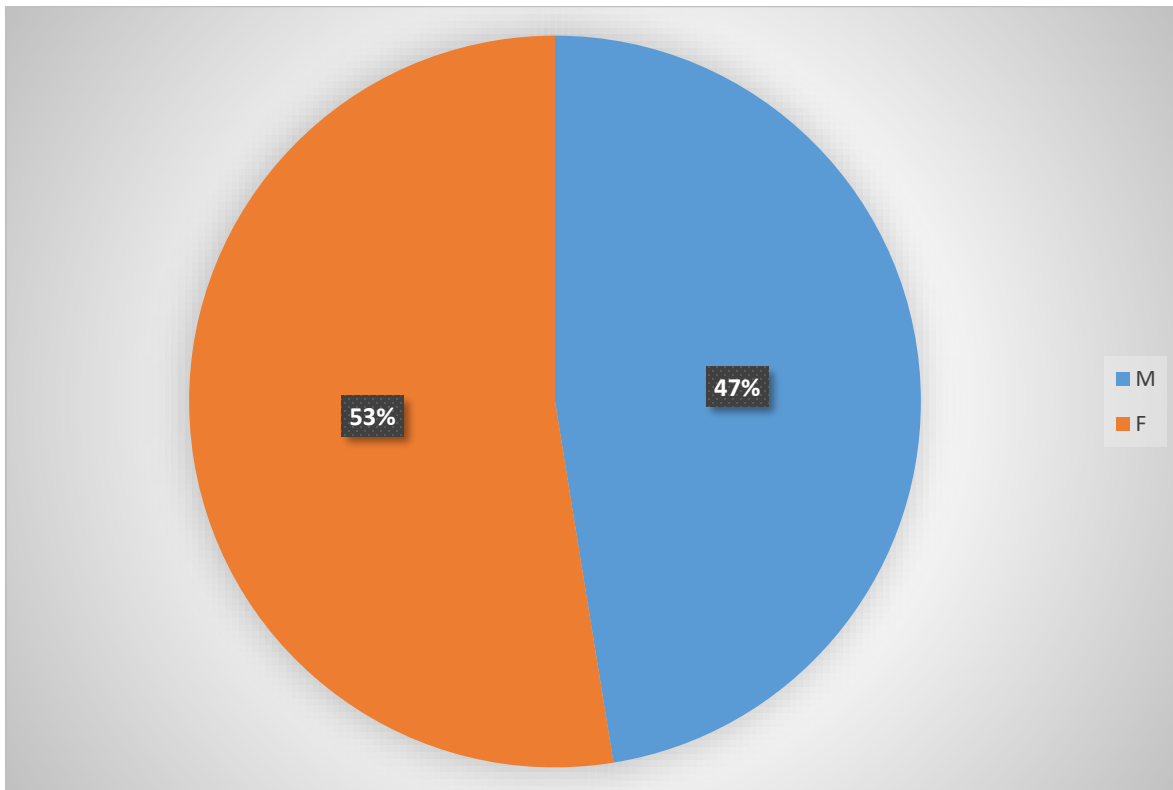


Figure 1: The observed gender of 827 observed park visitors.

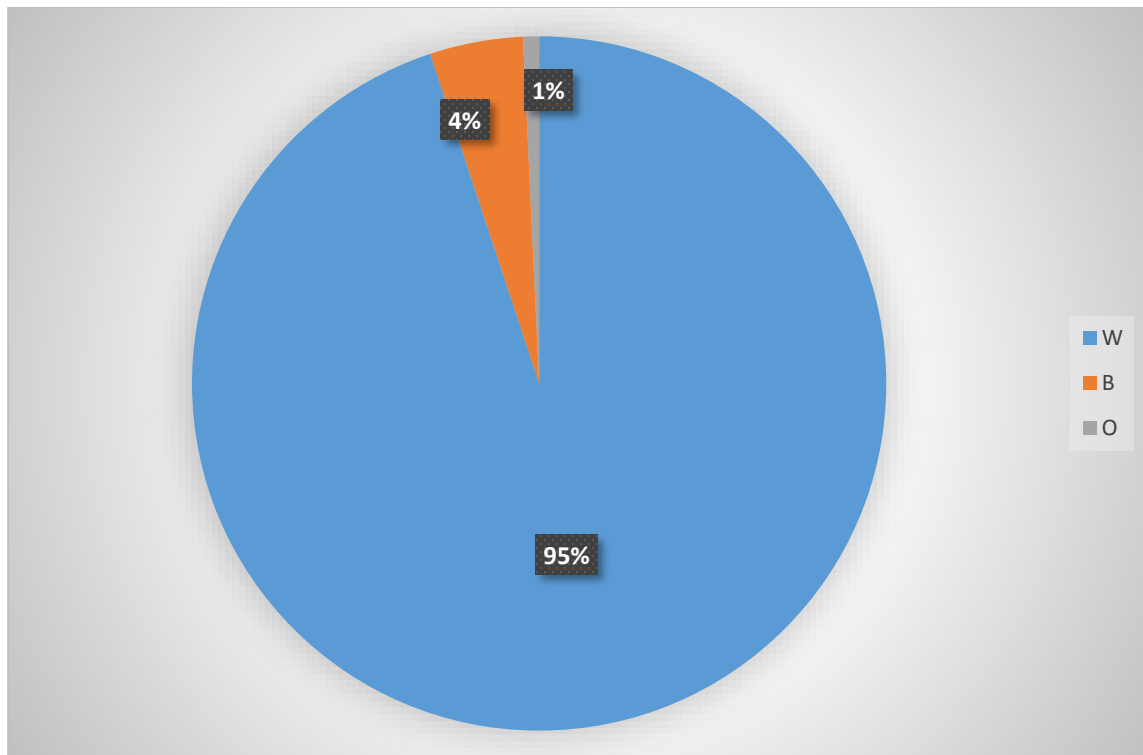


Figure 2: The perceived ethnicity based on skin color of 827 observed park visitors.

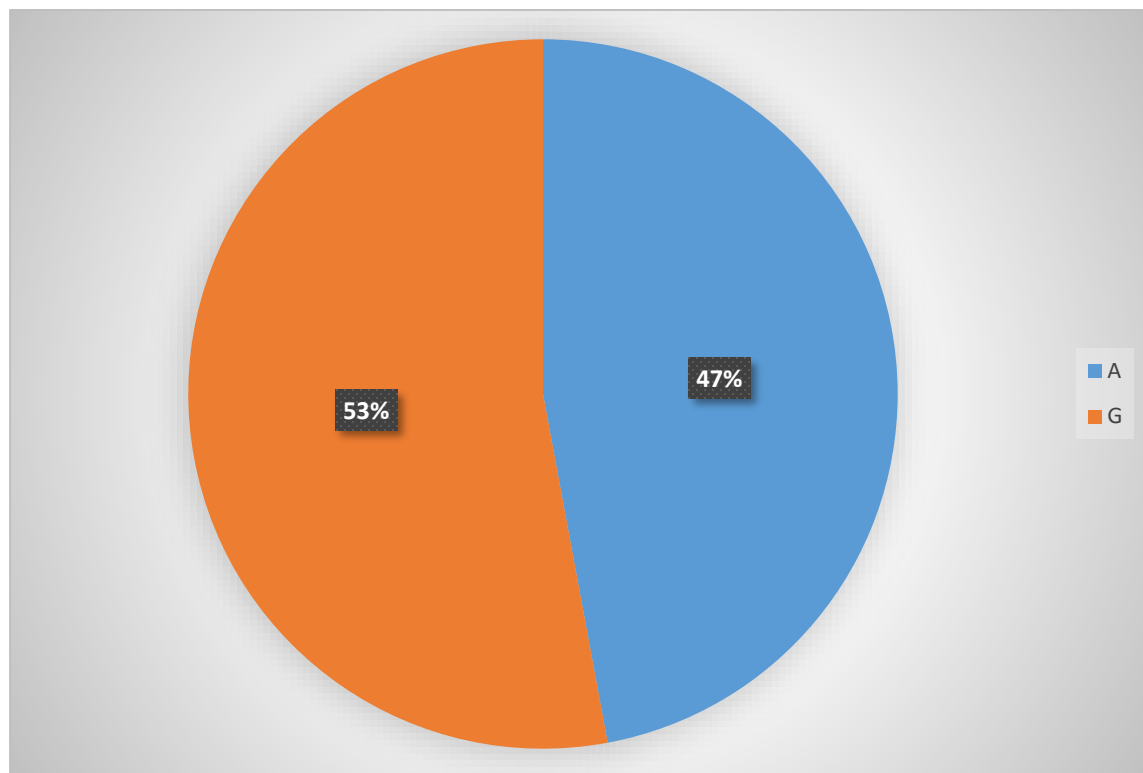


Figure 3: The percentage of 827 residents that visited the park alone (A) versus in a group (G).

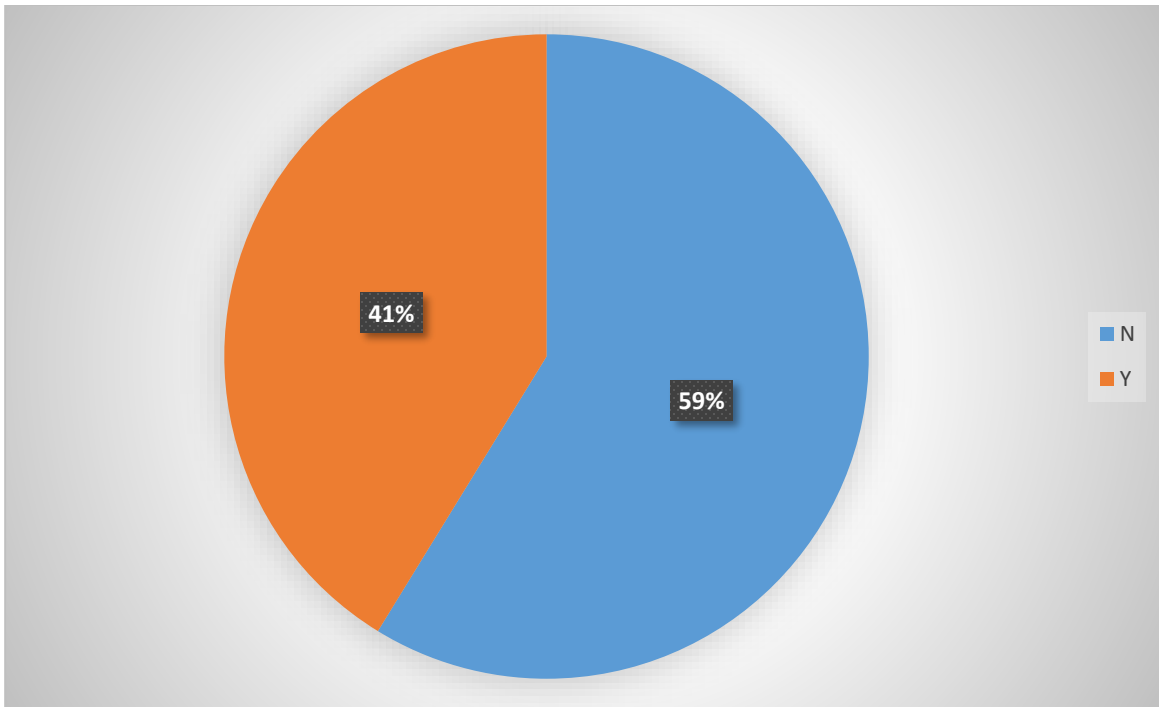


Figure 4: The percentage of 827 that visited with a dog (Y) versus alone (N).

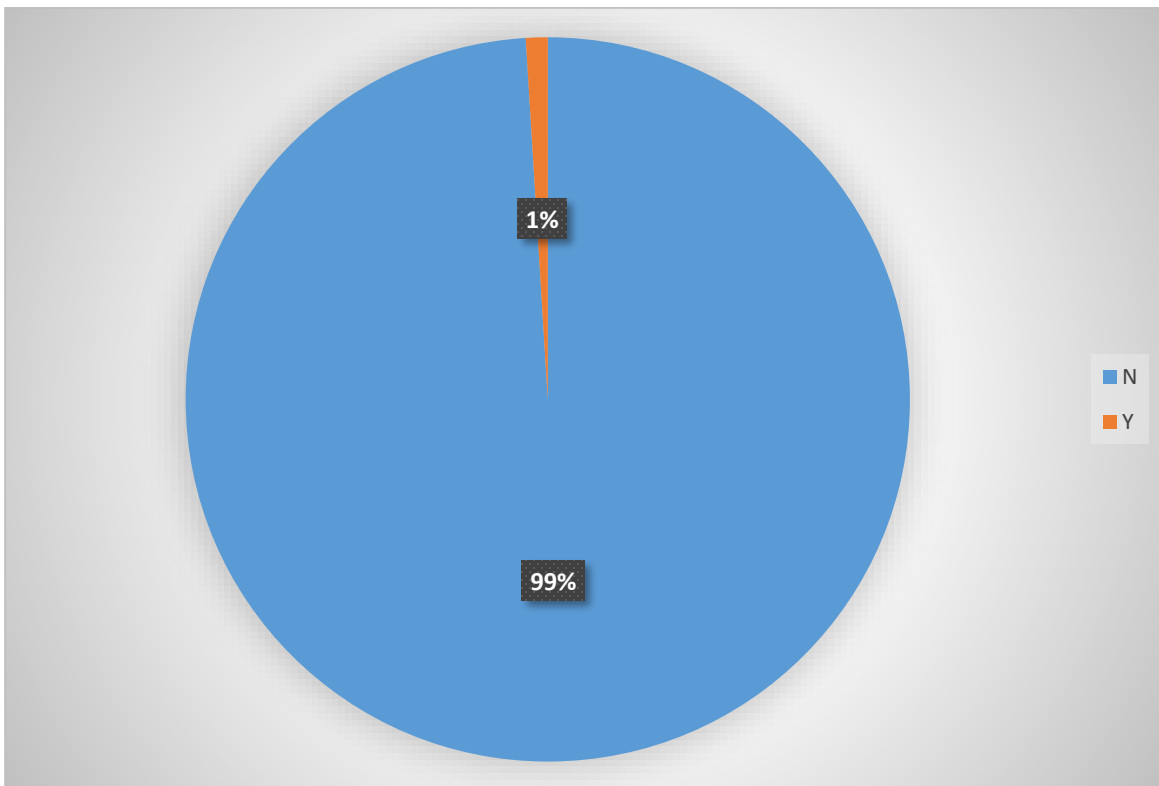


Figure 5: The percentage of 827 observed visitors that did not have a disability (N) versus those who did (Y).

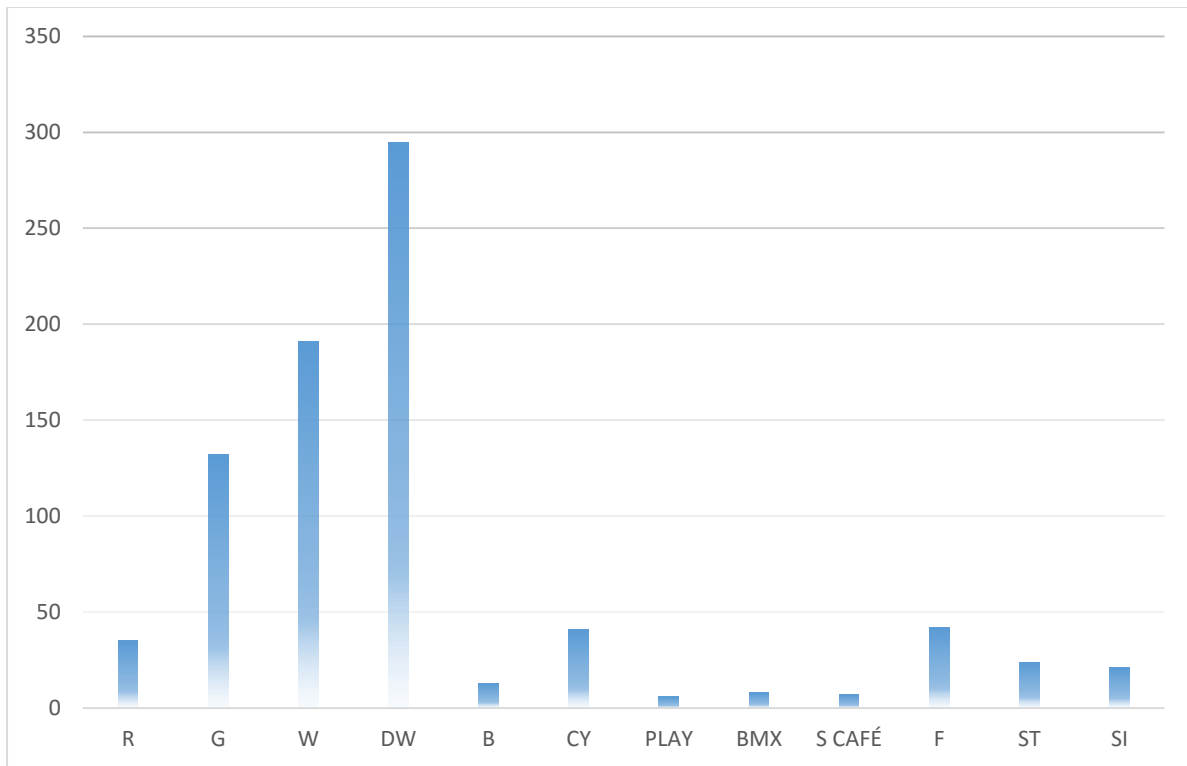


Figure 6: The observed activities in the park of 827 visitors.

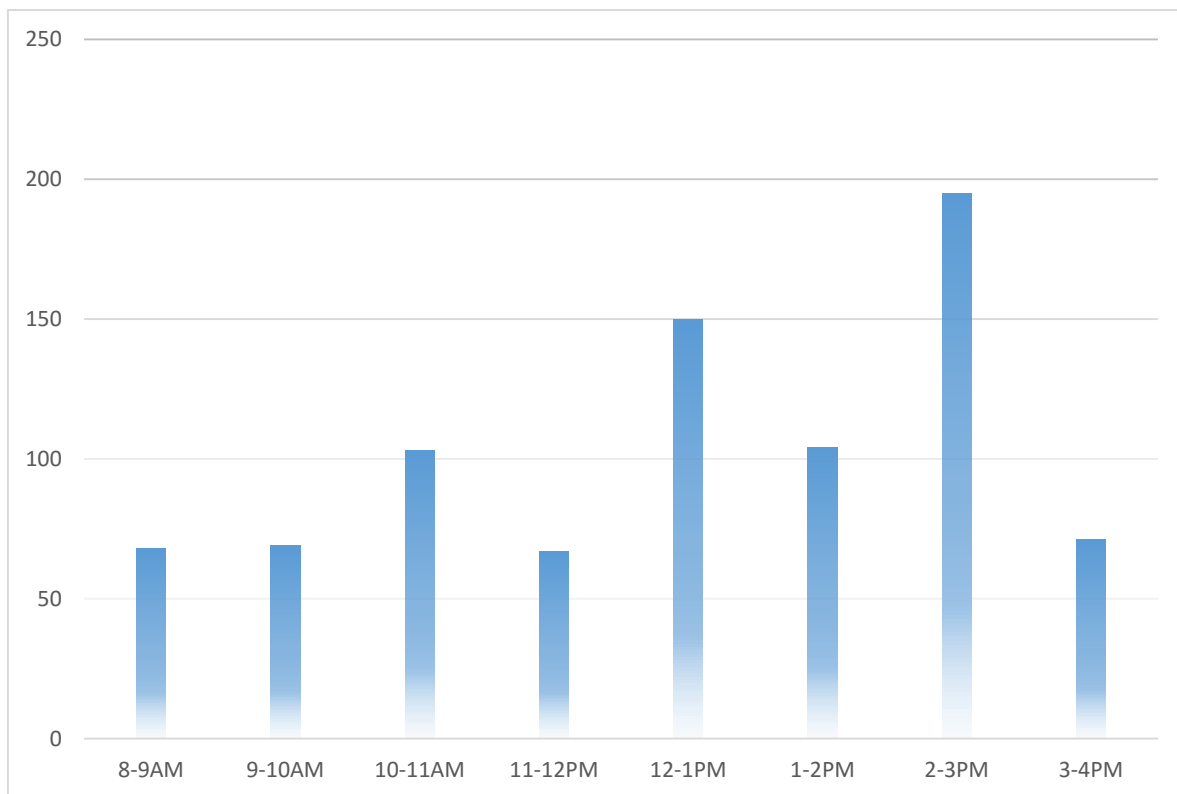


Figure 7: The number of park visitors per hour on each day of the study.

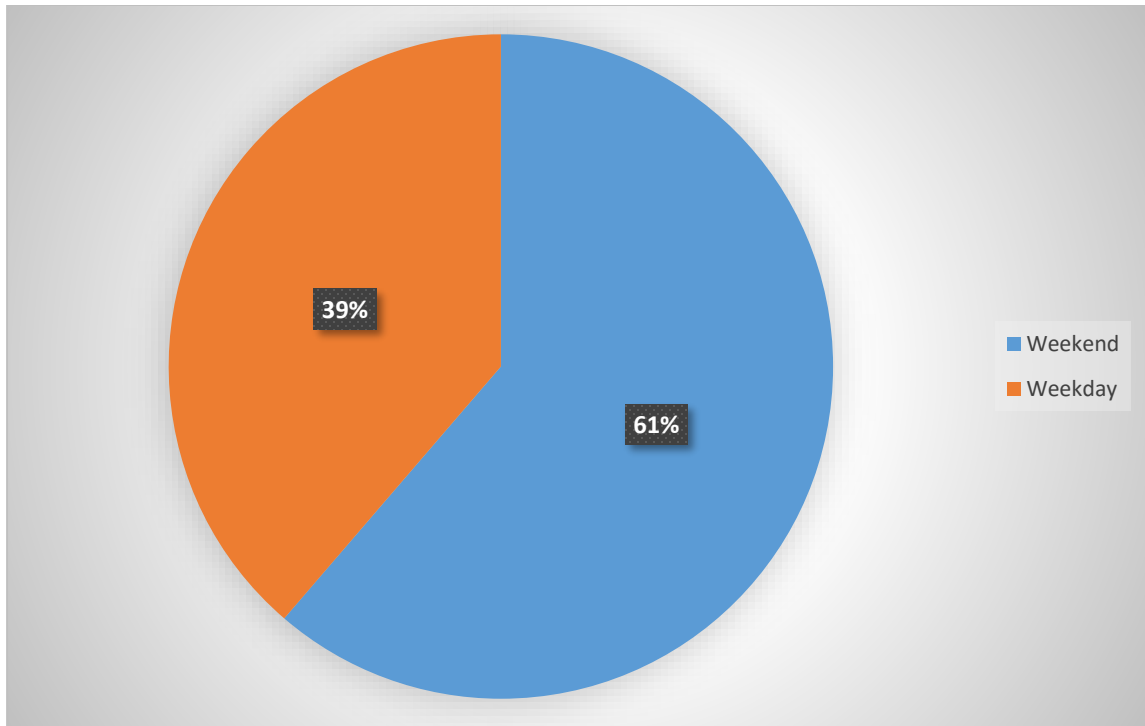


Figure 8: The time of the week that people visit the park.

Appendix G: Additional results from the survey data

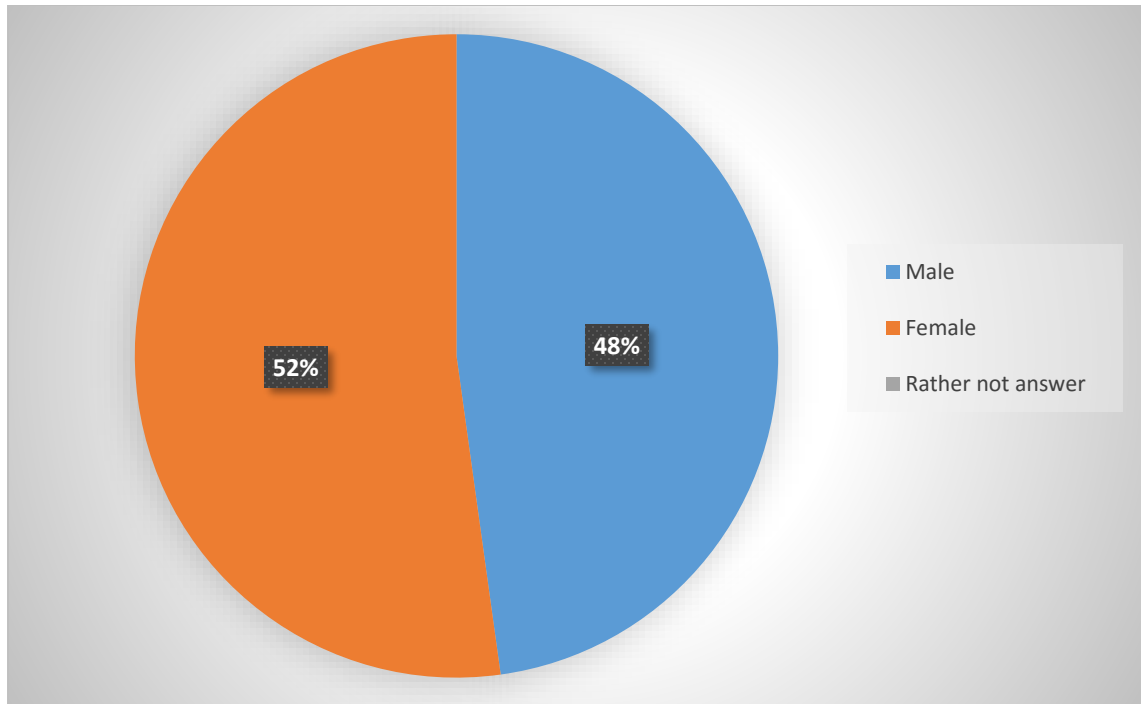


Figure 1: Gender of 228 survey participants.

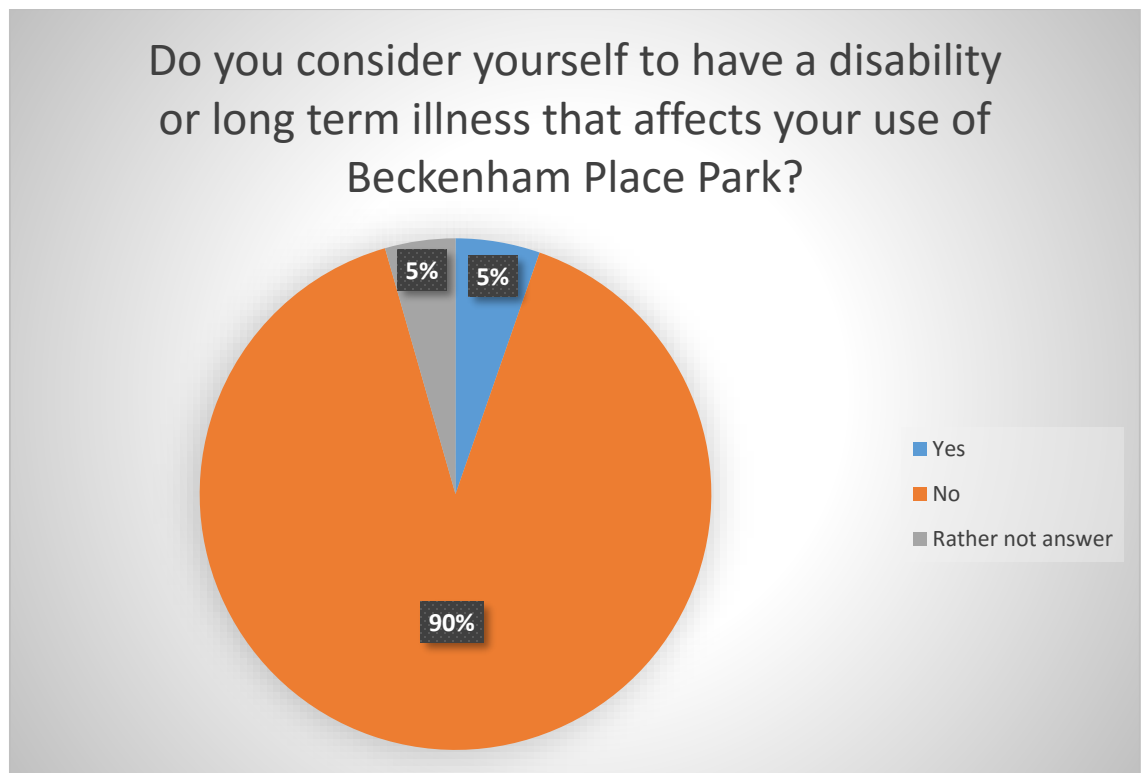


Figure 2: Percentage of 225 survey participants that have a disability or long term illness.

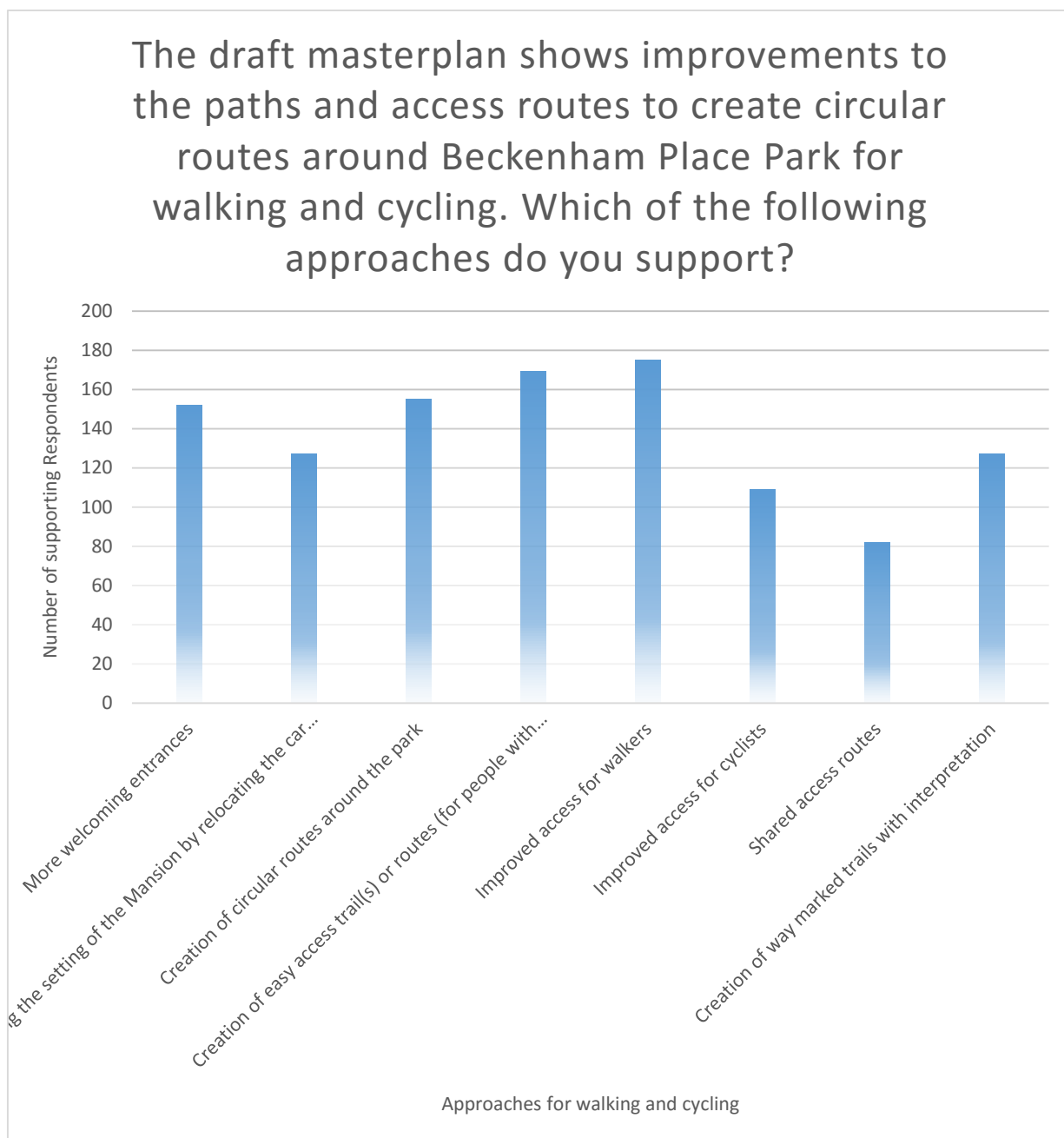


Figure 3: The distribution of 241 answers for the improvements to access around the park.

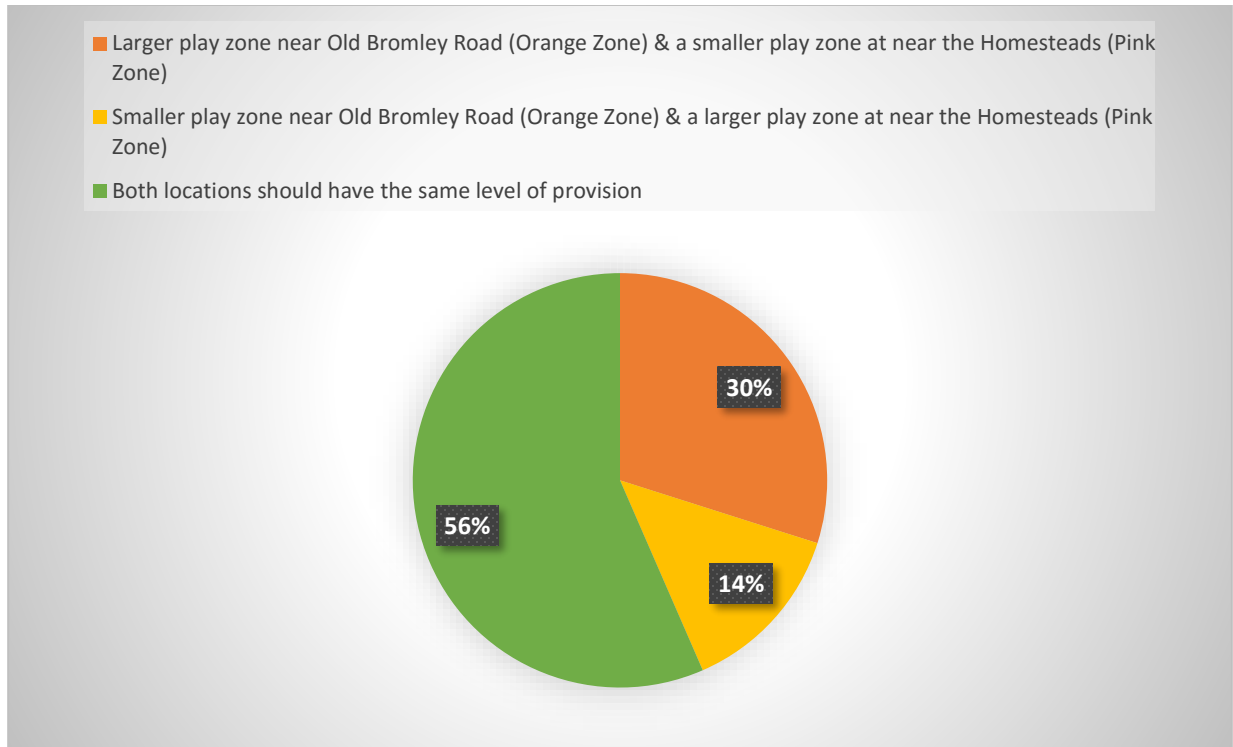


Figure 4: The distribution of 214 answers for the new play provisions.

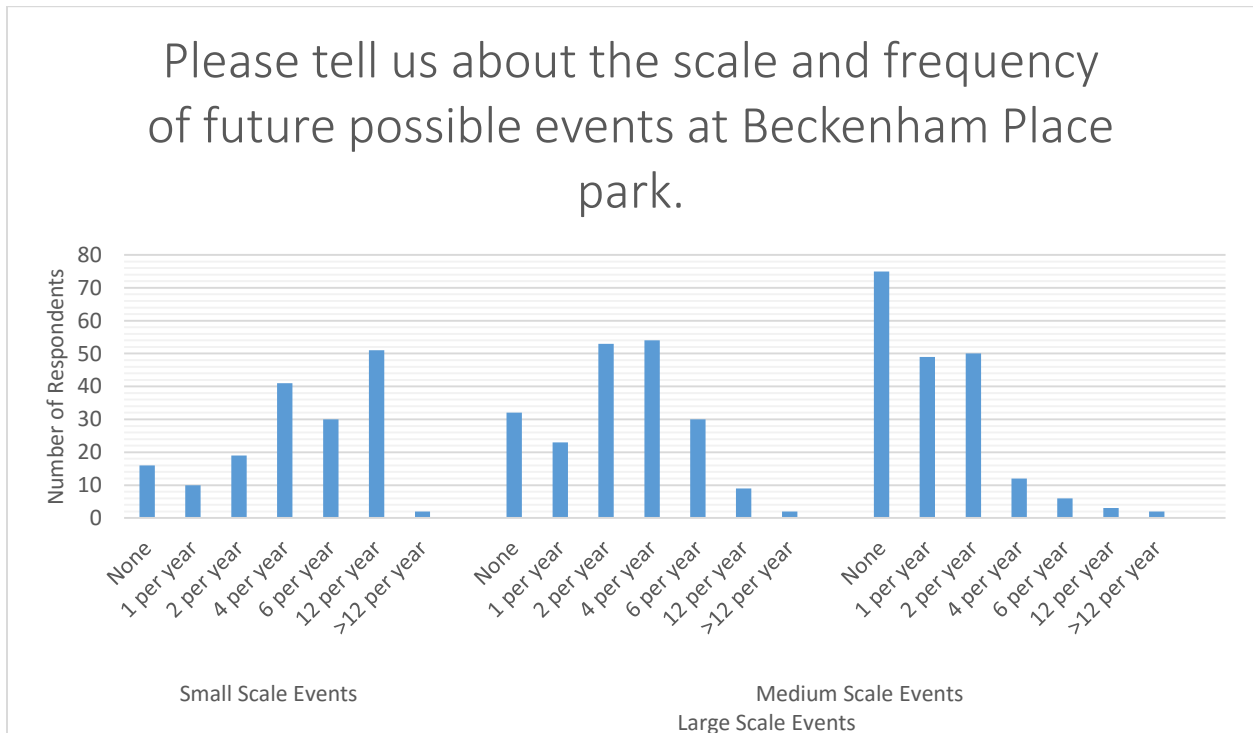


Figure 5: The interest in different scale events in Beckenham Place Park post-regeneration. Small-scale events received 214 responses, medium-scale events received 211 responses, and large-scale events received 196 responses.

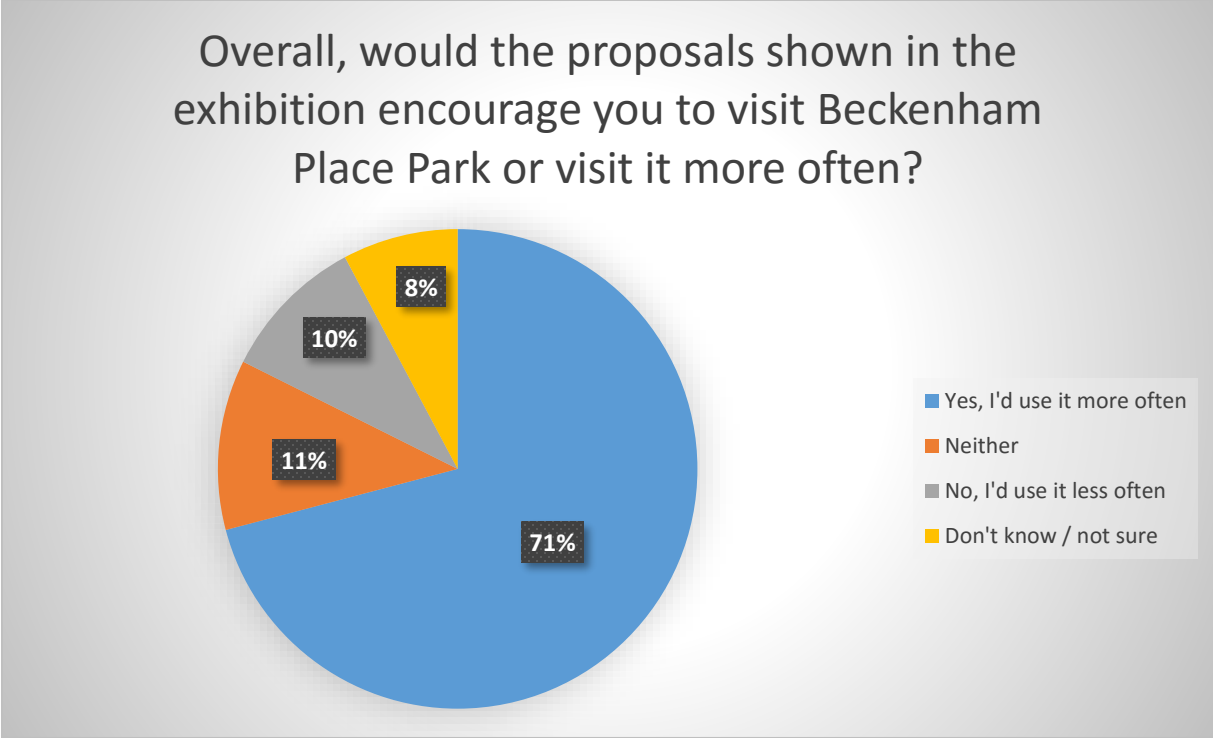


Figure 6: The distribution of answers regarding whether or not the survey participant would visit the park more often once the regeneration is complete based on 243 responses.

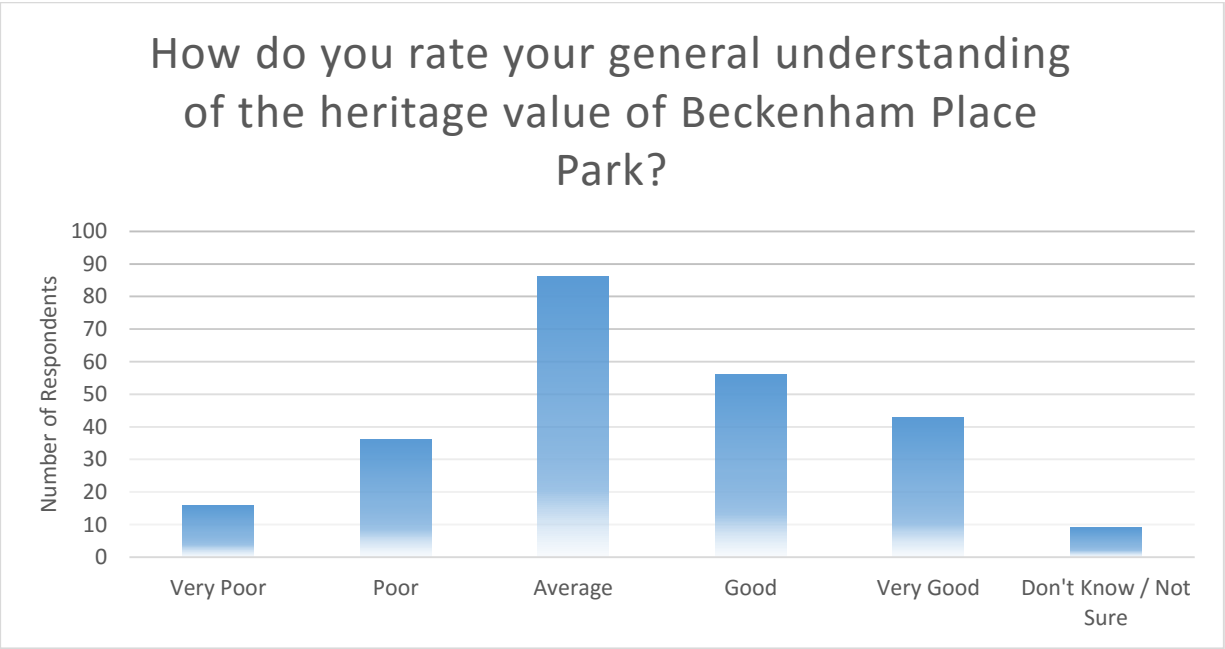


Figure 7: The distribution of 246 answers on the general understanding of heritage value of Beckenham Place Park.

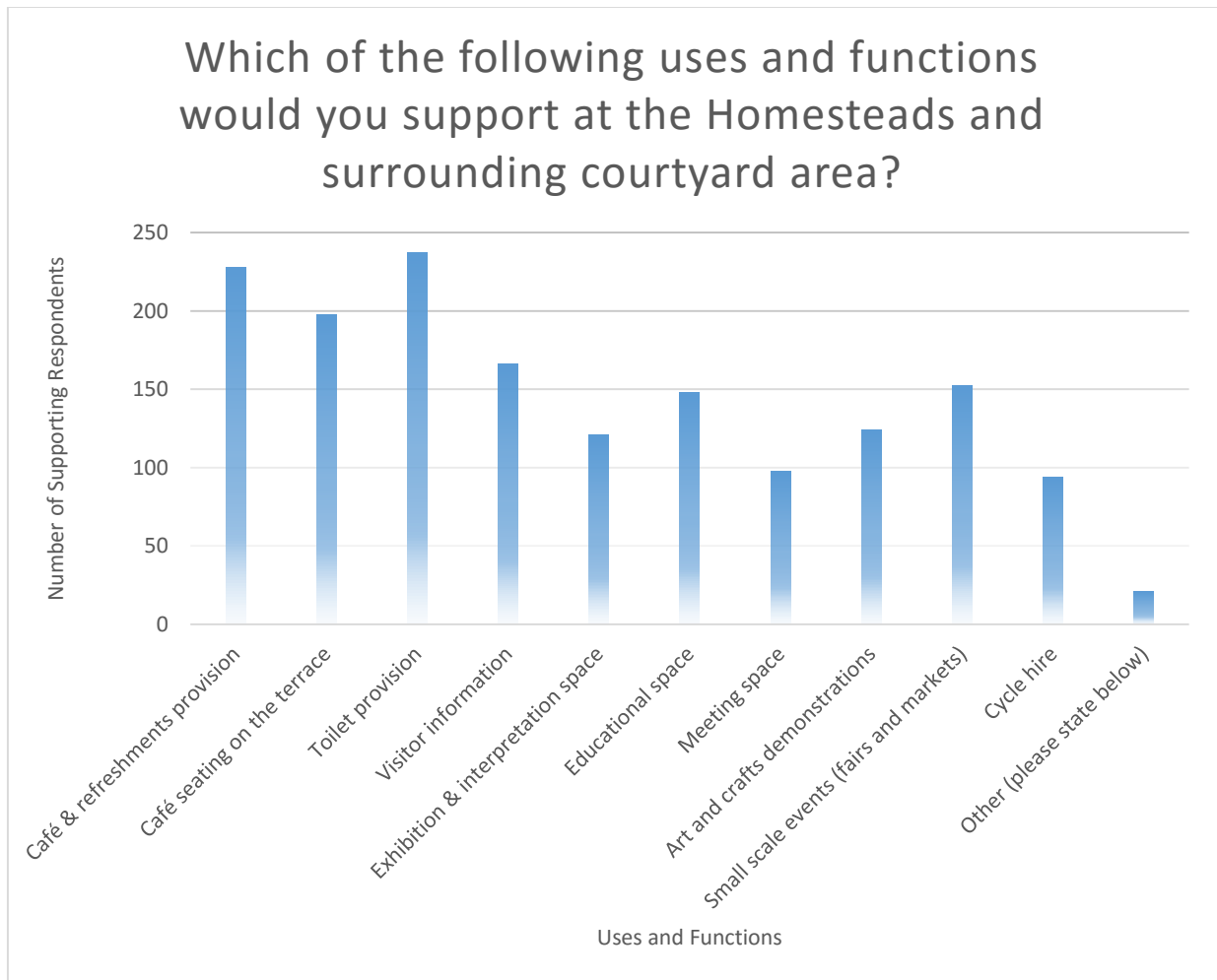


Figure 8: The distribution of 250 answers regarding the provisions to the homesteads and courtyard.

A separate funding bid will be made to restore and improve the Mansion. Please tell us the uses and functions that you would like to see considered.

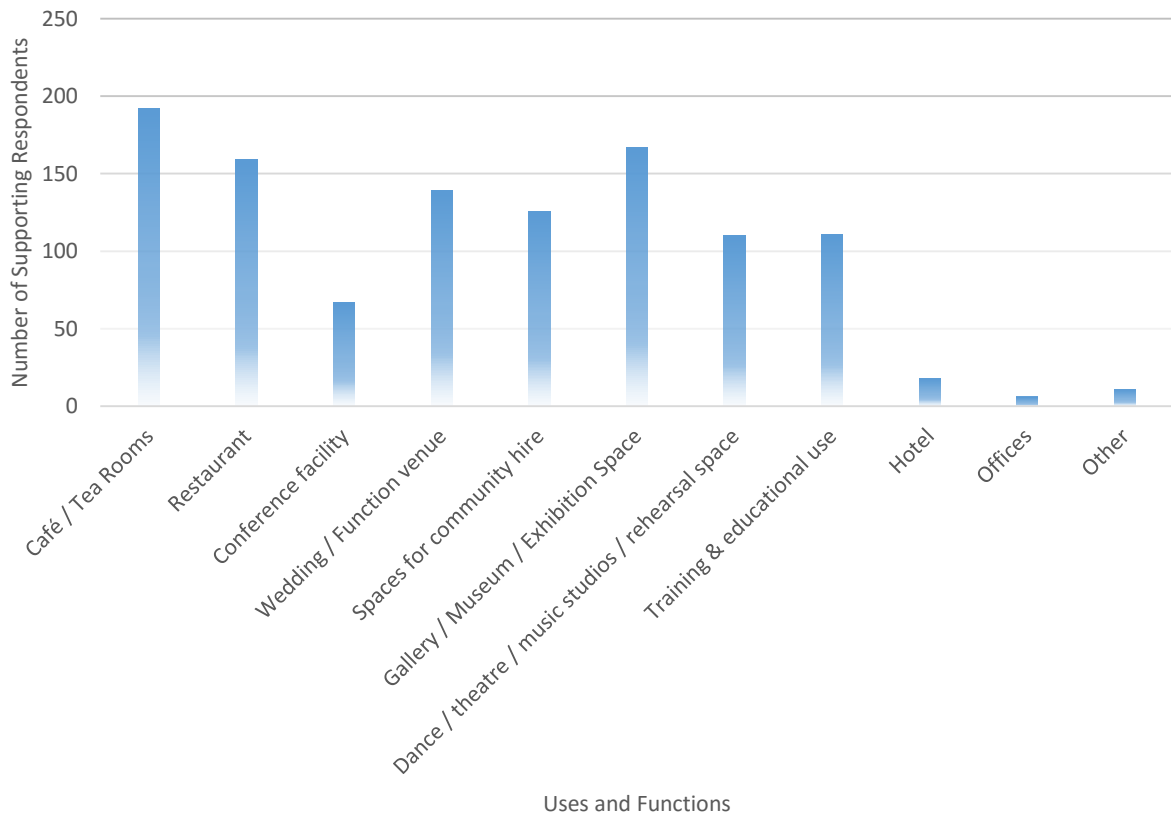


Figure 9: The distribution of 252 answers regarding the separate funding bid to restore the mansion.

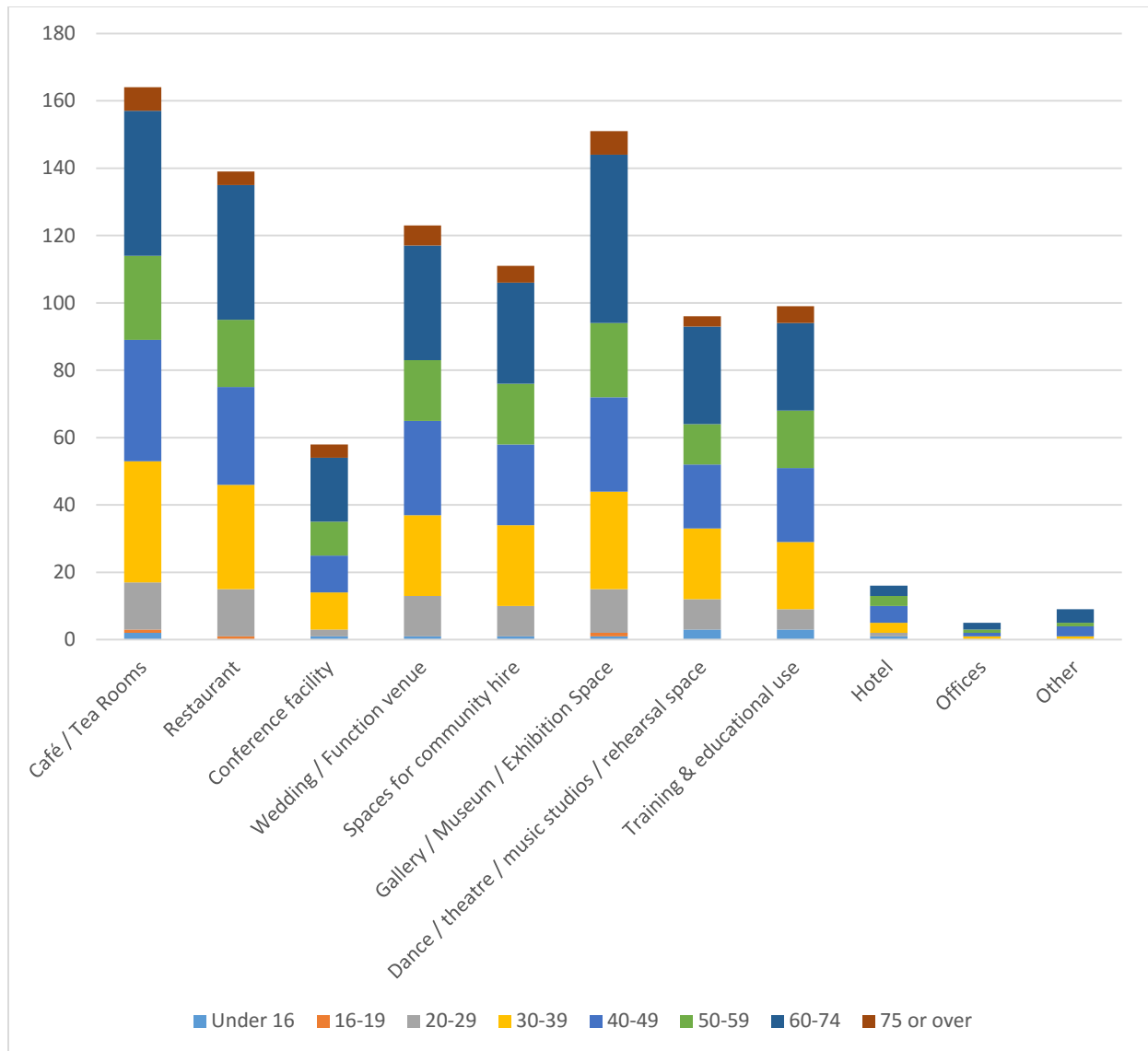


Figure 10: The functions that the public supports at the mansion based on age. This figure depicts the 224 responses from people that answered both questions 9 and 17.

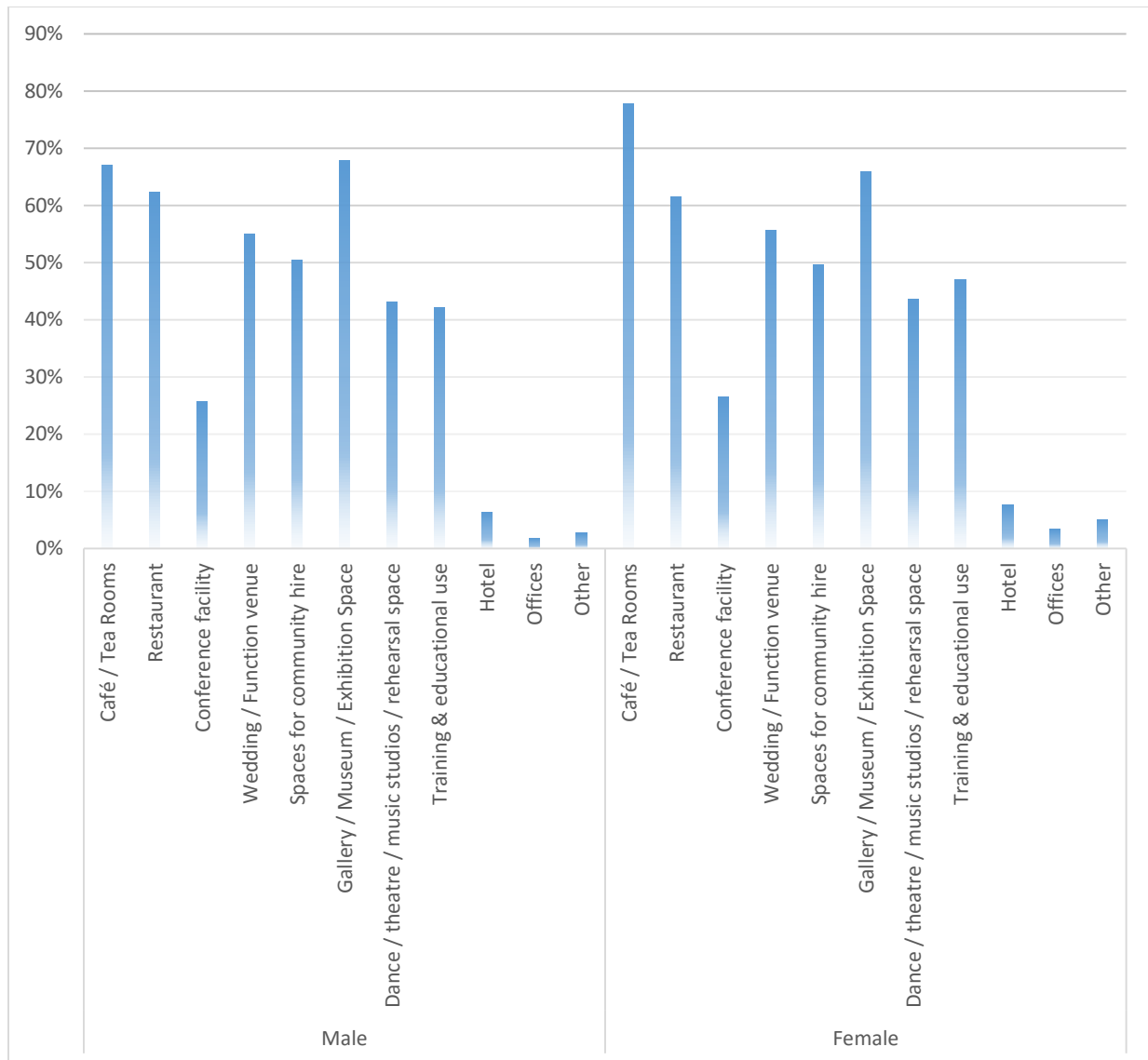


Figure 11: The functions that the public supports at the mansion based on gender. This figure depicts the 226 responses from people that answered both questions 9 and 18.

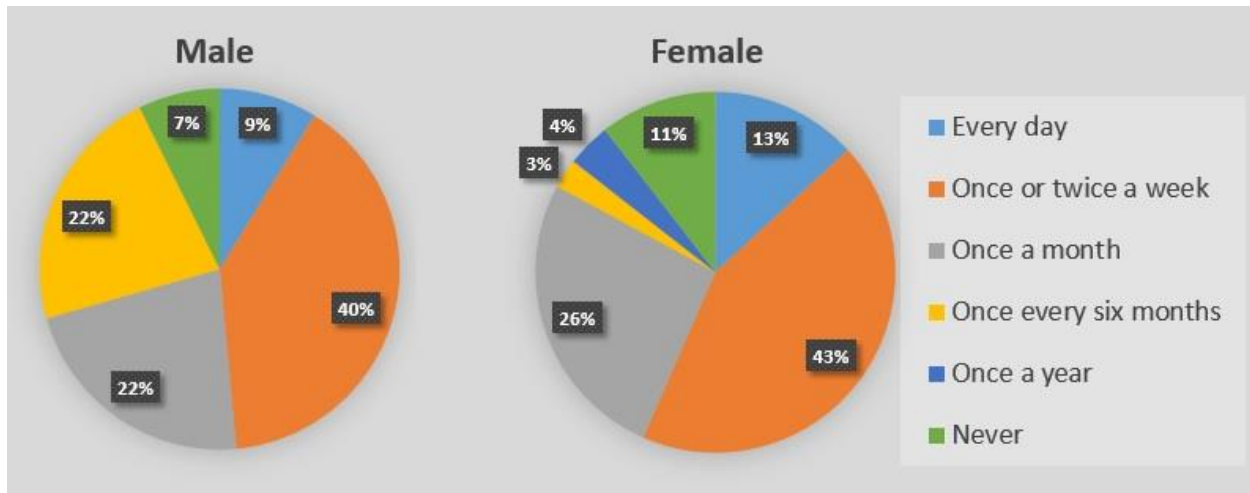


Figure 12: The frequency of visits to the park based on gender. This figure depicts the results from 72 responses from females and 77 responses from males.

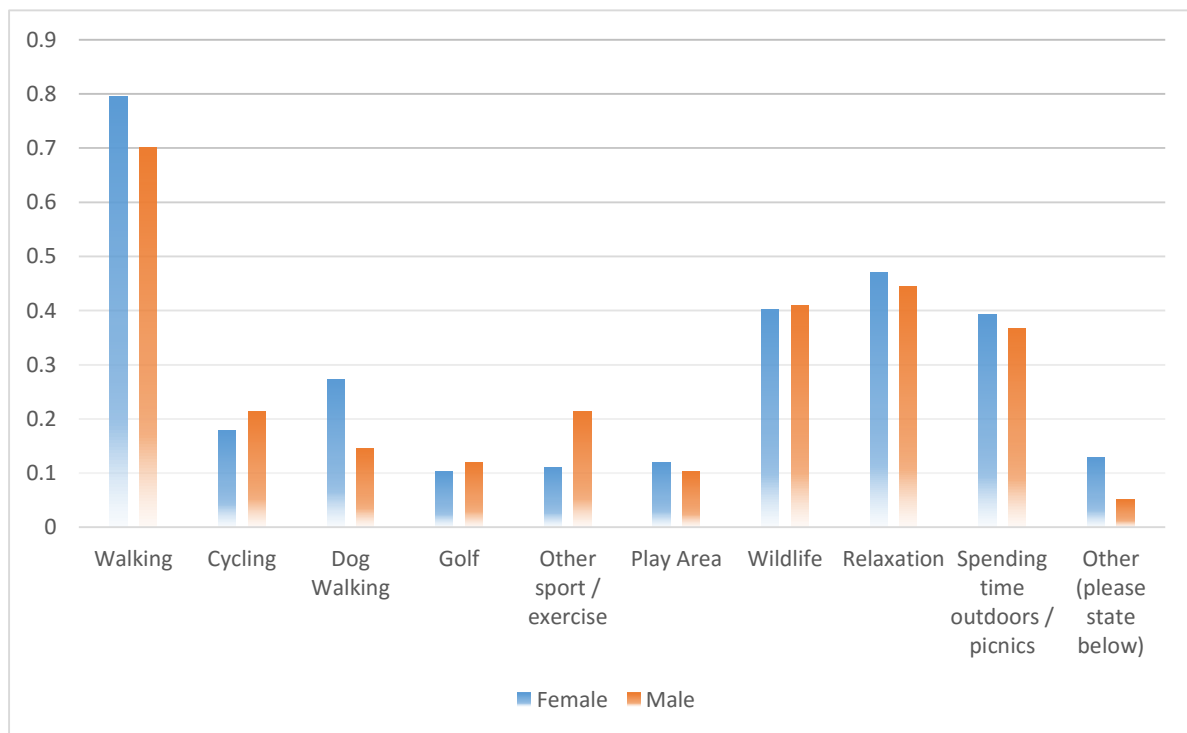


Figure 13: The reason for coming to the park based on gender. A total of 226 participants who reported their gender also reported on their reason for coming to the park.

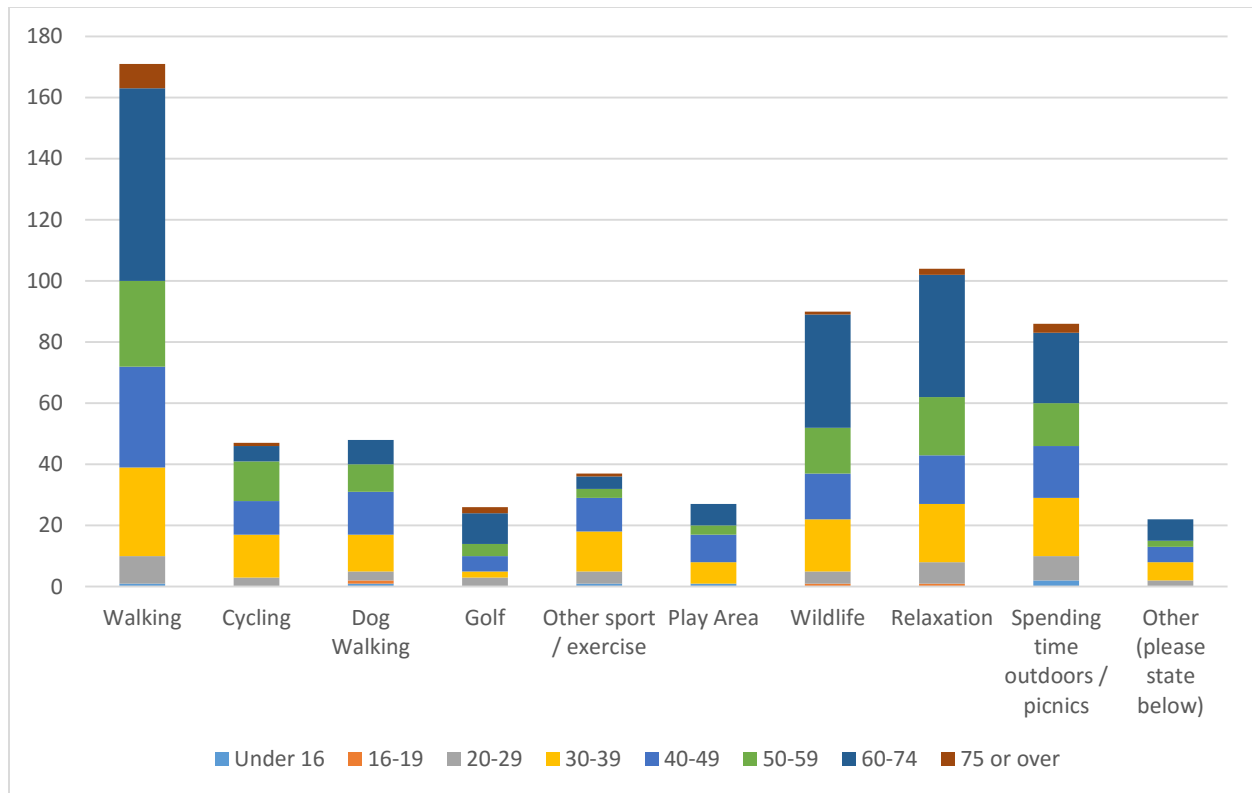


Figure 14: The reason for coming to the park based on age. A total of 223 participants who reported their age also reported their reason for coming to the park.

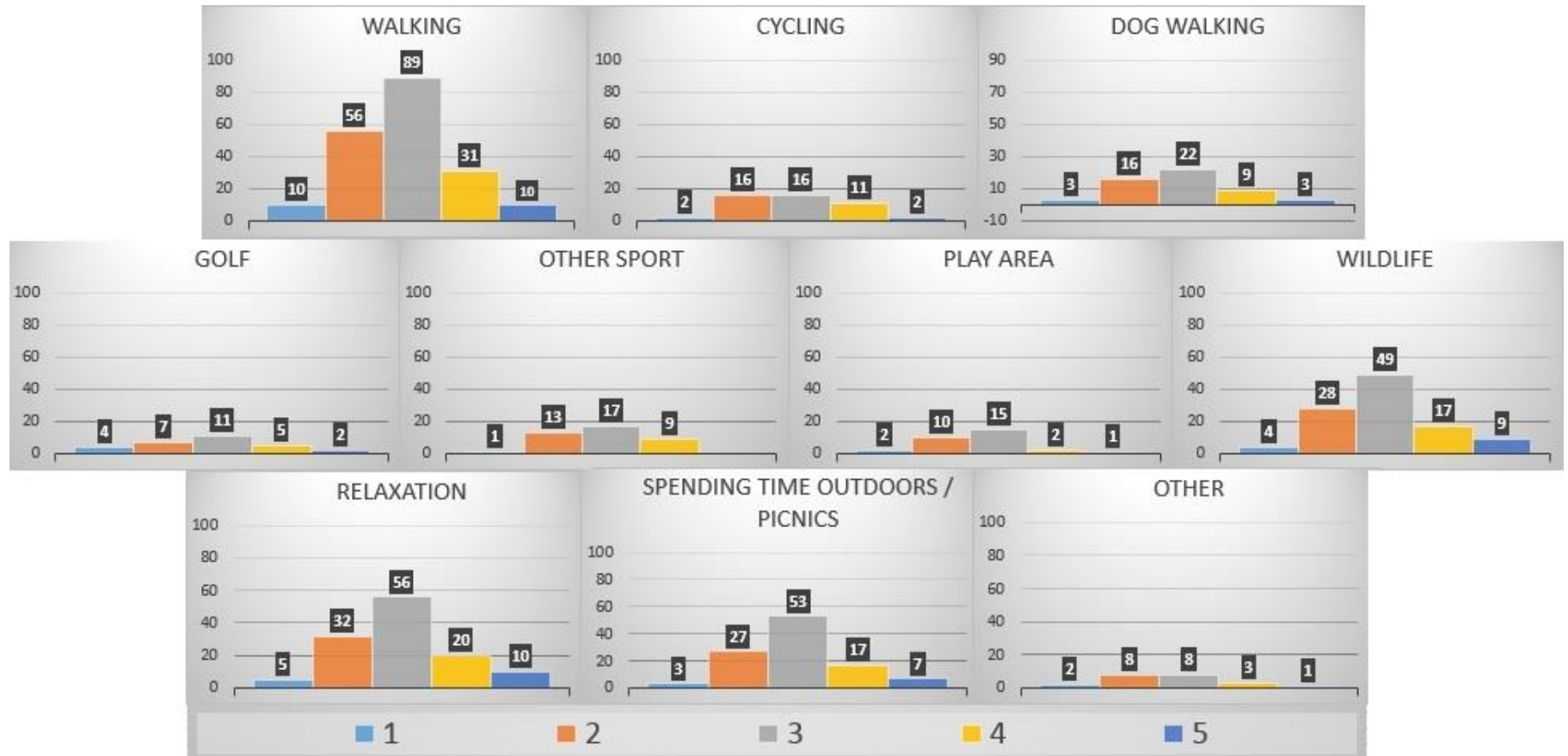


Figure 15: Ratings of perceived condition of the park for people who report different reasons for coming to the park. This figure shows percentages rather than the total number of respondents.

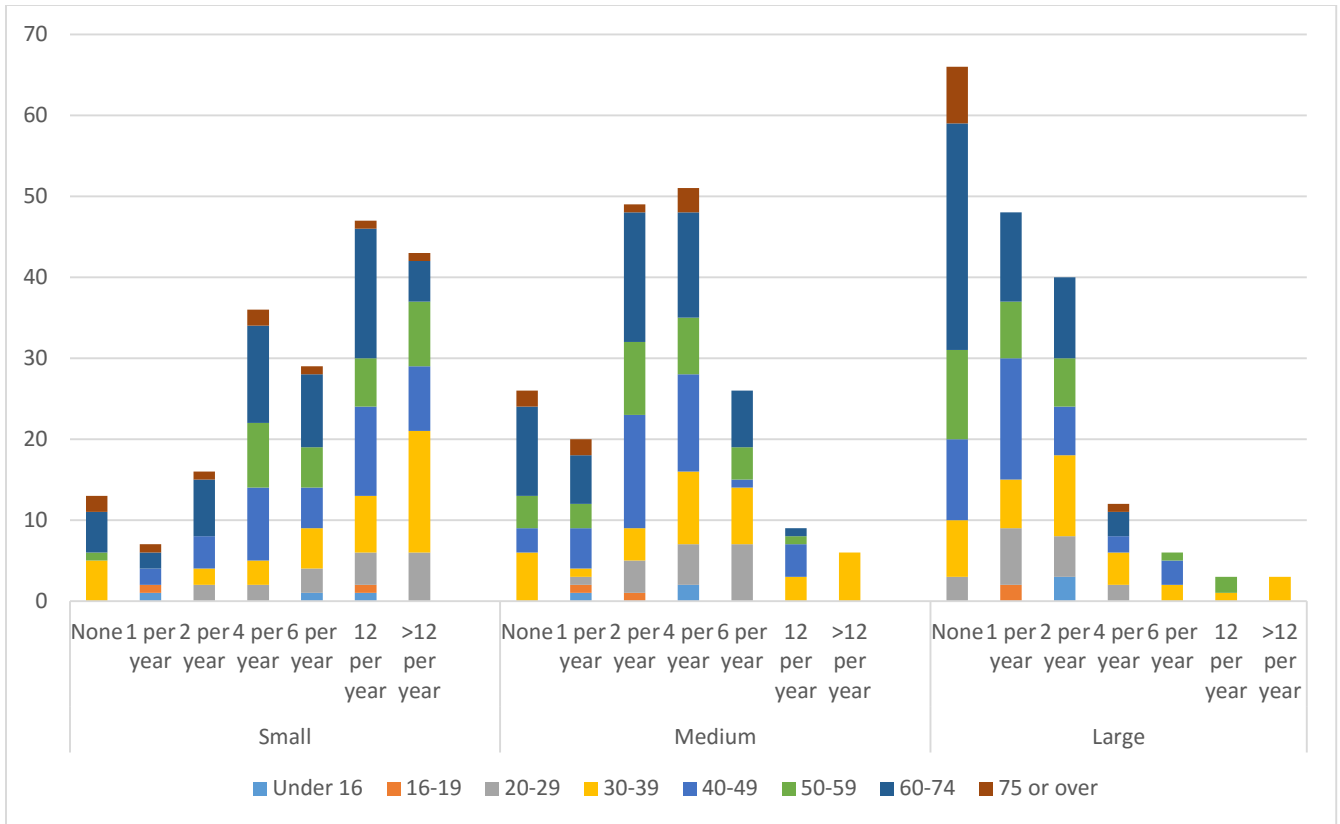


Figure 16: The desired number of events based on age. This figure is based on percentage rather than the total number of respondents.

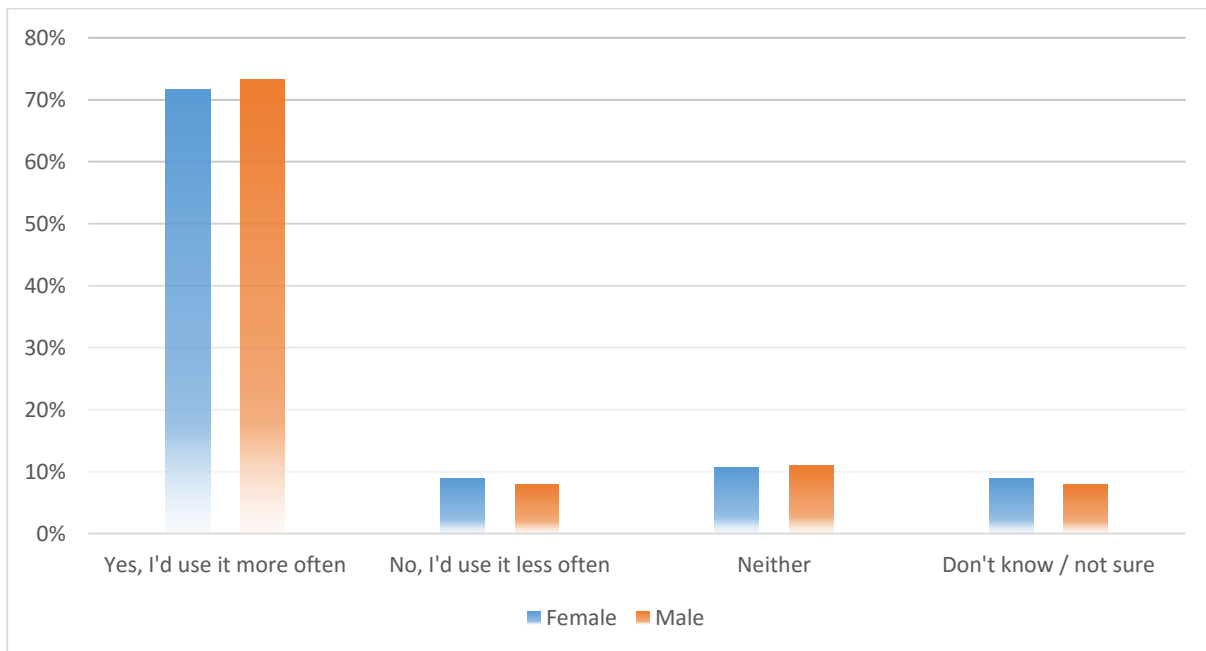


Figure 17: The likelihood to use the park more often post-regeneration based on gender. A total of 226 participants who reported their gender also reported their likelihood to use the park more often.

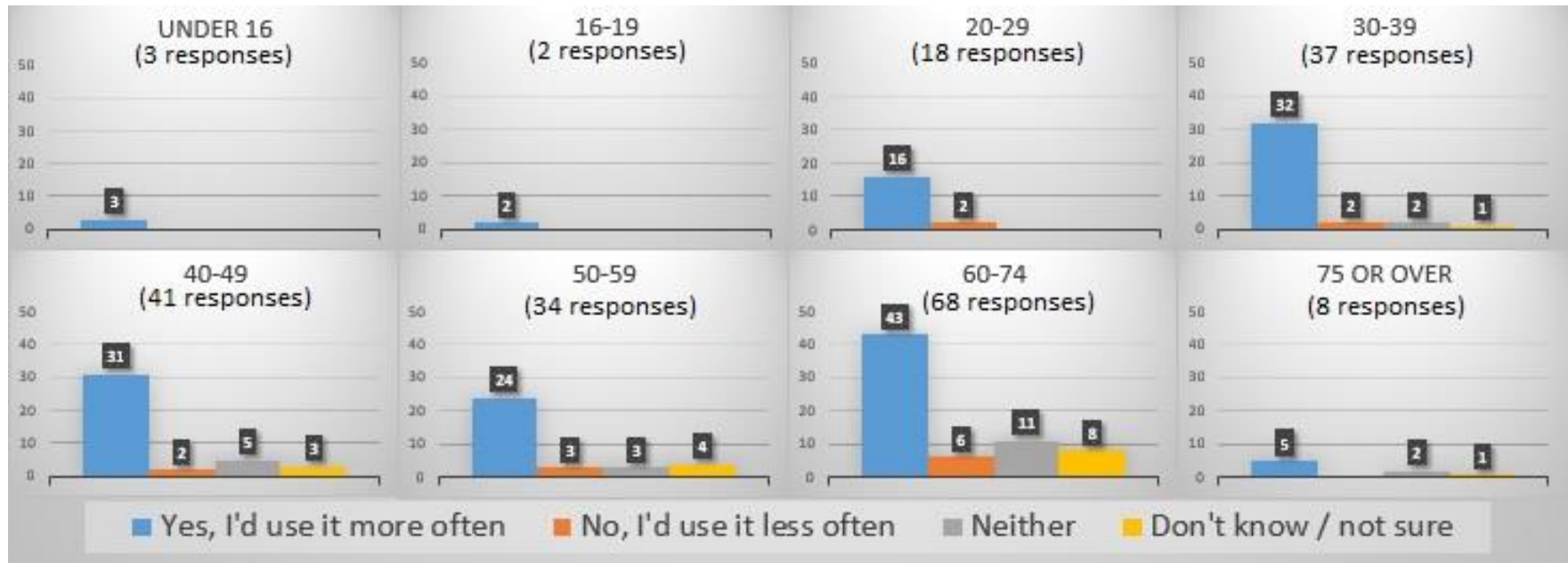


Figure 18: The likelihood to use the park more often post-regeneration based on age. A total of 211 participants that reported their age also reported their likelihood to use the park more often.

Appendix H: Transcription of interview with Volunteer #1

Andrew: Now, before we start, do we have permission to record you?

Volunteer #1: Yes.

Andrew: Could you tell us about yourself?

Volunteer #1: My name is Tom and I am the director of Sydenham Garden. We have two main sites here for Sydenham, the resource center, and the market garden. I personally have been involved in voluntary organizations since a young age-since I was 17. I used to volunteer at kid's clubs. I trained in farming and I volunteer my time for school, library, and new generation church.

Andrew: So would you say you volunteer when you can, or more consistently?

Volunteer #1: Both, the school is regular and the library and church is more when things are needed.

Andrew: What motivates you to volunteer?

Volunteer #1: Multiple reasons. I wanted to see a difference in an area. Not to be cliché, but I wanted to be a giver. I also wanted to be more social and engage in social activities.

Andrew: Have you made some good friends?

Volunteer #1: Yeah, most of my friendships are based in these groups.

Andrew: Do you individually or in a group volunteer at Beckenham Place Park?

Volunteer #1: No, I was contacted by Alison to see about the future. We have two sites here that people come to volunteer.

Andrew: Do you think your volunteer efforts have an influence? Does it feel beneficial?

Volunteer #1: Yeah, we're kind of a unique organization at Sydenham Garden. We have team members, over 60 volunteers who give a half-day or more. We have ten paid staff members, who also volunteer their time. We also have coworkers, or beneficiaries, who are the people who receive the treatment and help...Sorry what was the question?

Andrew: Do you feel your efforts have been worthwhile?

Volunteer #1: Yeah, in terms of impact and difference, the environmental and local community impact is a byproduct of helping the coworkers. We very clearly have a big impact on the health and wellbeing of coworkers. If they have dementia, they do regain cognitive functions. It's a

treatment and a therapy... We're also environmentally stable... It's a mix of improving the environment and providing a resource for the community.

Andrew: That's great you have a system that helps people while also being environmentally sound and involved with the community.

Volunteer #1: Yeah we have forums three times a year where volunteers can come and talk about their experiences. There is always a story of: "I saw someone come in and they were clinically depressed and after 12 months they were leaving a changed person."

Andrew: That's so interesting you have a forum, do people like that?

Volunteer #1: Yeah, it's not as well attended as it was during the bad times. People like to attend them if there are problems. We have these three forums and three volunteer training sessions. You can't require volunteers to come to these things because that's contractual and then you're employing them. Instead we say volunteers are expected to come.

Andrew: If you don't mind me asking, what happens at these volunteer forums?

Volunteer #1: The forums are with the trustees or myself; we may talk about statistics and the outcomes of coworkers, but it also flips and volunteers point out the high and lows of volunteering. We also do training and a listening skill workshop. But there are other sessions because each project may have different training stations.

Andrew: How did you come to be here?

Volunteer #1: I got paid [laughing].

Andrew: What other benefits coming from group volunteering?

Volunteer #1: As an organization we can tap into different gifts, resources and talents and systematic change. We can address needs directly and there is no need to scoot around cooperate rules and we can make constitutional changes fairly easily.

Andrew: What do you think are the top strengths and weaknesses of this group?

Volunteer #1: Weaknesses would be based around a sort of financial cloud. We don't have much money and can't employ professional companies. Strengths: Flexible, responsive, adaptive. Another strength is we got high-level people who would normally cost a lot to hire, being able to tap into expensive resources. We also have organization of events and volunteers. We had about 23 and now we have 70.

Andrew: How do you guys recruit volunteers?

Volunteer #1: There are different types of volunteers, such as retired folk and students that need hours, so they volunteer...[Inaudible] Actually one of the reasons I want to talk to Beckenham to see what we can do there, if we could have a space or a meeting area.

Andrew: So just with your experience in volunteering, how do you think the park as a whole could recruit more volunteers?

Volunteer #1: I think one of the assets for us is mission focused. So ask the question: why? Not just because you need some work. Which is kind of the wrong way round about it all. Looking back, there is always a serious need here for something to be done. At the children's club, there was a need for children to need family experience and there was a mission to give children family time experiences. In Maui, the mission was just feeding people and here, people need to recover. So if the park had a mission, and get people to invest in it. We also have vision casting. You know, we are currently here. And we need to be over here. But why do we need to be there? We also have about 20% of our finances coming from donations and the people who donated saw this as a worthwhile investment and how can this further better everyone as whole.

Appendix I: Transcription of interview with Volunteer #2

Alexis: Do we have permission to record this interview?

Volunteer #2: Yes.

Alexis: So, could you tell us a little about yourself? Is this your only job? Do you volunteer other places?

Volunteer #2: Ok, yes I volunteer with other things, I've run children's groups and helped mothers with babies and breastfeeding and I've been involved in children's music groups. I've been involved with this project for 12 years. Basically what I do here is I run the arts and crafts. Today we are doing printing, we've done tie-dye, and anyone can come, such as coworkers and people who have left, volunteers, neighbors, and even trustees. I mainly do Wednesday morning and afternoon sessions. What motivates a lot of volunteers was the actual idea behind the project. This resonated with the idea that people who like gardening and that is also related to people who have mental health problems. I always started with art and coworkers have stayed after being through the process themselves. So what motivated me was I loved art and doing arty things and I enjoy creating art with people.

Alexis: So you said the mission is what drew people in, do you think the volunteers feel fulfilled?

Volunteer #2: The volunteers that come have actually been through the experience, so when they feel better and see people coming through with depression or difficult things, if it has benefited them, it can benefit others. It's a real gift to work with people who have been through a difficult time and they can actually see people becoming healed. Or if you've been here a long time, the volunteers can actually see something happen. I think it has something to do with the fulfillment and ownership. I think something like Beckenham Place Park, I walk in Beckenham Place Park, and there are people there who love the park, if they knew there was a group looking after it, they would want to become involved in it.

Alexis: Do you think there are pros to volunteering in a group as opposed to volunteering alone?

Volunteer #2: Right, ok, yes I think it helps if you feel you are part of an organization and see it communally. There are parks up in Yorkshire saying "Workday Saturday bring your tools," I think that if I lived in that area I would go to those events and I thought it was great they were giving guidance and if you're a volunteer you need guidance and organization. You need to be

helped a little bit. Having a bit of structure, you know? Sometimes what you need is a few motivated people who can take it upon themselves and having enthusiastic leaders.

Alexis: Would it be worthwhile to reach out to other groups to volunteer in Beckenham Place Park?

Volunteer #2: I don't know, but Kevin might know somebody to talk to about other groups... I think it's about ownership and having somebody paid to actually organize the volunteers. You want to have people who care about something. There are people who want to volunteer, but don't know how to go about it. I think you really need to have one person to lead and start something. It can grow from there, but it needs to start.

Alexis: Do you think volunteering has impacted your social life?

Volunteer #2: Yes, I think people would come for the social aspect.

Alexis: Do you think events would be helpful for drawing volunteers in?

Volunteer #2: Yes, we have events, we have summer, spring, autumn and Christmas fairs and people come and bring their children and they know it's something nice and people want to come and volunteer. You just have to make the plunge and start. Having a launch event where people can learn more about volunteering is also a useful technique.

Alexis: What are some successful things you have noticed in getting new volunteers and retaining volunteers?

Volunteer #2: The volunteers have been here for years. They like it, they like being a part of a team.

Appendix J: Transcription of interview with Volunteer #3

Andrew: Before we start, do we have permission to record this interview?

Volunteer #3: Yeah.

Andrew: Great, so tell us about you.

Volunteer #3: I live in Blackheath, and I do the Monday afternoon gardening activity, Thursday I am a paid staff member, and Friday I work at grow lives. That's my week and I've been involved with Sydenham garden for over a decade in voluntary services and originally started as a coworker, you know the service users. I came out of a mental hospital and I didn't have anything to do and I didn't know anyone and I didn't have a sense of belonging. Someone suggested going to Sydenham. Then, we didn't have a building even and after 18 months I was asked to be a volunteer and help with the sessions and I've been out of the hospital and this year I have a paid position and that's the first paid work I have had in 15 years.

Andrew: What motivates you to volunteer?

Volunteer #3: What motivated me to come to this project was how useful it was as a coworker. I saw people come into the project shutdown and after 6 weeks of exposure to the garden they begin to relax and it's like a flower and they open up and bloom... I took a great honor when asked to be a volunteer, and here I am responsible to maintain a bee colonial and learn about beehives. I volunteer because the project is so worthwhile. There should be more places like this. They could spend less money on medication, if they had more places like this. We have very well attending fairs and have raised 2,000 pounds plus in 4 hours. To bankers on Liverpool street, it's not a lot of money, but to us it's a large amount of money... [Inaudible] We have such a sense of community.

Andrew: That's great you have a sense of community.

Volunteer #3: Yes, and that comes from the management. Because as a project we've had dark times and a poor management and under the new management we have succeeded because they are positive people. I organize community lunch once a month and I have to arrange a different speaker. There was a crisis brewing over the room booking. Then one of the staff is like: it's not a problem is it? Rather than making a crisis they problem solve.

Andrew: You also said it was worthwhile in a social and interpersonal sense, but do you think that people find it worthwhile with what you do with the green spaces?

Volunteer #3: I think people learn from being here, there's been research done that shows that horticultural is good for mental health and wellbeing and actually touching the earth. We've had coworkers who have never planted a seed in their life and you show them and they love it and they have never done it before, they get a sense of satisfaction. The volunteers facilitate the work; I had my chance to work as a coworker. It's up to the coworkers to do the job, this gives them a sense of ownership. This lady trimmed the willow tree and did a beautiful job and she has a sense of ownership with that.

Andrew: What are the benefits of being a volunteer group, as opposed to an individual volunteer?

Volunteer #3: I don't think there is any difference, if someone takes it on himself or herself to pick up rubbish in the street, I've done it, and I don't see the difference. If you're volunteering alone, society doesn't recognize it. If you're in a group, society recognizes it as volunteering hours.

Andrew: Do you think it's more effective?

Volunteer #3: I think it's easier in a group, and you get teamwork and teamwork is fun. You get more out of it and you can laugh. You know, someone falls in the pond and you can look back and say: remember when so and so fell in the pond? You share a common identity and common goals... I say it in our film. You should check it out.

Andrew: We will.

Volunteer #3: I say in the film it has given me a sense of community, and I had never had that prior to Sydenham.

Andrew: What do you think are the strengths and weaknesses of this place?

Volunteer #3: The strengths are: when you see the coworkers coming back, you know they are getting something out of it. When you see people who are unwell and are leaving their house to come here, you know it's making a difference for them. It survived the bad times and that is one of its strengths. We are also very well organized and I honestly don't see many weaknesses; maybe one or two issues I am irritated about, but it's more a question of personal issue.

Andrew: Yes, and what about the schematics of Sydenham?

Volunteer #3: Well Tom is a brilliant manager, we had poor management and it backfired badly and we lost some people, including myself and when the management changed and I got a personal call asking me to come back. It was pretty good for my self-confidence. You feel like

you owe something and you're giving something back. It's an oasis, the manager has a positive team and it feeds down to the volunteers and they have faith. People come to volunteer and they stick around.

Andrew: Why do you think people volunteer?

Volunteer #3: I think it's about giving something back and being outside... And the volunteers care about the coworkers very much.

Andrew: Thank you for your input; we can tell you're very passionate about Sydenham and volunteering.

Volunteer #3: Well you've caught me on one of my favorite topics.

Appendix K: The “Support & Guidance” pages of the volunteer handbook provided by Sydenham Garden

Support & Guidance



EXPECTATIONS:

- To arrive 15 minutes prior (or at a time set by the session leader) to a session for a team briefing. We work collaboratively for the benefit of our co-workers, and as such the primary support mechanism is your project team, making briefing and de-briefs vitally important.
- To attend a volunteer training evening once a year. We put these on 2 times during the year and they include an introduction to our aims, ethos, culture & history, along with some basic safeguarding training.
- To have an enhanced DBS for Sydenham Garden. We use a company called Excel Passenger Services to carry out our applications for DBS. See the contacts page for further details.
- To adhere to our policies. See policy section for more details.
- To manage personal boundaries with co-workers. Your role is to support co-workers to take part in the sessions. We encourage all volunteers to avoid communicating privately with co-workers outside of sessions, or sharing their personal details. If in any doubt please speak to your session leader.
- To come prepared for the weather. I.e. suitable sturdy footwear, waterproofs and have sun block ready.

FURTHER OPPORTUNITIES

- Volunteer Forums are held on 3 evenings during the year. These are a great chance for us all to feedback and to hear about Sydenham Garden as a whole.
- Sydenham Garden Away Day. Once a year we go away to celebrate our achievements, learn from another organisation and strategise for the future.
- Mental Health First Aid training. We offer and encourage all volunteers the chance to take this 2-day awareness course.
- First Aid at Work. We offer and encourage all volunteers the chance to take this 2-day course.
- Each project has specific training and meeting opportunities for its volunteers.

Support & Guidance

POLICY:

All policies can be found in the office in the Policies & Handbooks file kept above the Directors desk, we encourage you to take a look and particularly read through the Volunteer, Safeguarding, Problem Solving & Health & Safety policies.

Volunteer Policy:

The aim of our volunteer policy is to ensure all our volunteers are informed about our organisation, services, policies and procedures, and that they are valued, supported and treated equally and fairly.

The policy also aims to ensure volunteers know what they can expect and where they can turn to if they want to make comments, good or bad, about their experiences as a volunteer.

Confidentiality:

To ensure client and organisation confidentiality, all team members are required to comply with Sydenham Garden's Confidentiality Policy. During induction, the designated volunteer supervisor will explain the purpose and contents of this policy and the volunteer will be required to sign a Confidentiality Agreement.

Confidentiality Policy Statement:

All Sydenham Garden staff, trustees and volunteers are committed to respecting the rights of service users and other staff, trustees and volunteers to privacy and confidentiality as far as possible within the constraints of legal requirements, the safety of the individual concerned and the safety of other people.

Resolving Problems:

The relationship between the organisation and its volunteers is entirely voluntary and does not imply any contract. However, it is important that the organisation is able to maintain its agreed standards of service to the clients who use it, and it is also important that volunteers should enjoy making their contribution to this service. Refer to our Problem Solving Procedures.

Safeguarding:

Safety of vulnerable people using Sydenham Garden and our co-workers is of utmost importance to us. As such have a safeguarding policy in place. We ensure all volunteers working directly with co-workers have a DBS check carried out. Refer to our Safeguarding Vulnerable Adults policy.

Figure 1: Pages 1 and 2 of the Support & Guidance section of the Sydenham Garden volunteer handbook.

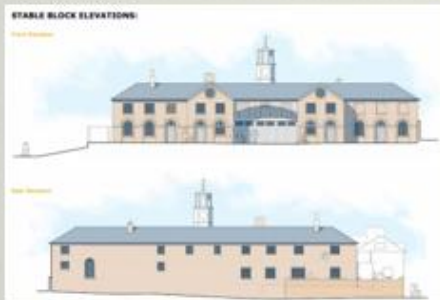
Appendix L: The argumentative brief for the Lewisham Council



Context

Master Plan for the regeneration project:

- ❖ Remove golf course
- ❖ Add play areas, walking trails, improved signage, restored lake, restored homesteads, etc.



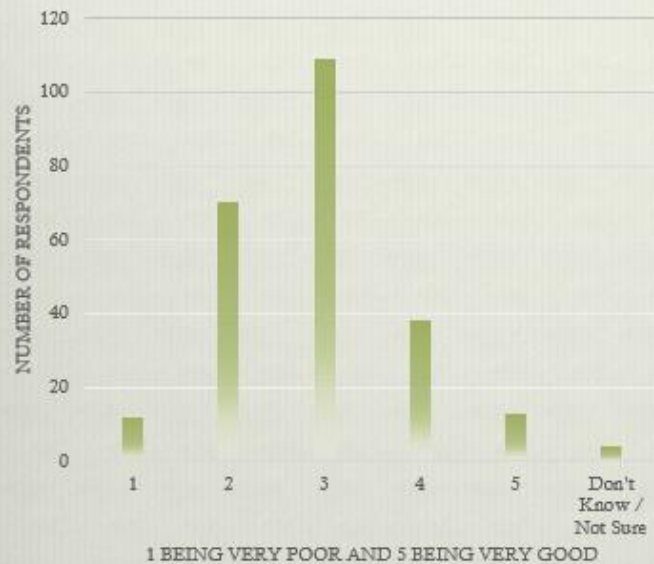
Regeneration of Beckenham Place Park

2

This slide provides some background and focus points regarding the park's regeneration project that will be carried out over the next 3 years. The 8.8-million-pound regeneration plan includes the removal of the 18-hole golf course and the addition of multiple new amenities such as new play areas, a 5k walking trail, a new BMX trail, improved signage, restoring the lake, the homesteads and the skate park. The picture in the bottom left shows the plans for the new homestead, which will be used as a café with terrace seating. The other picture shows the new amenities being added and the proposed changes to Beckenham Place Park. Our liaisons will briefly enlighten all members in the stakeholder and investor meeting to any new context in design or additional funding found for the park, which is updated monthly.

Beckenham Place Park

CONDITION OF BECKENHAM PLACE PARK

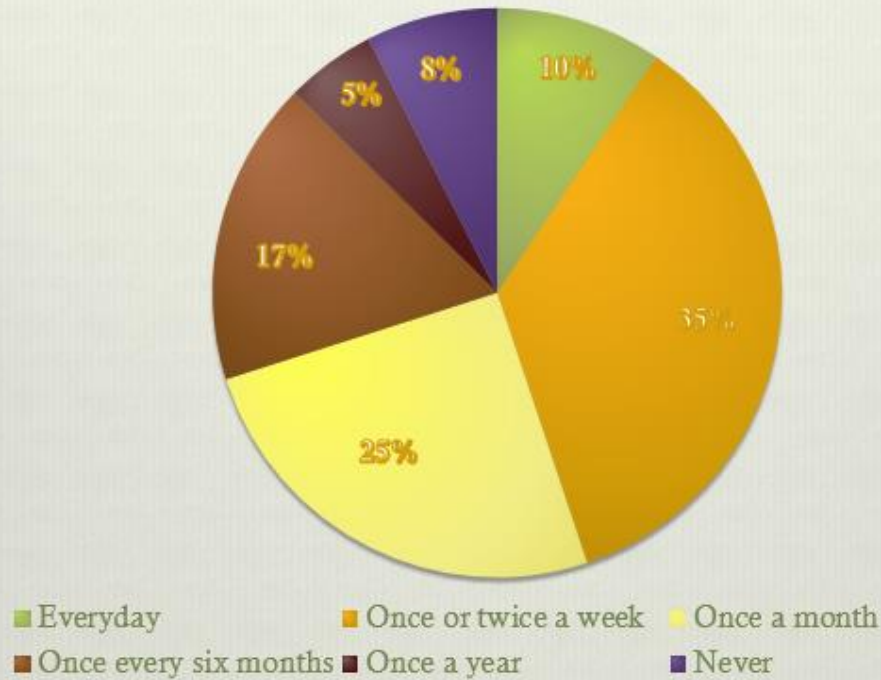


Regeneration of Beckenham Place Park

3

This slide shows what the public thinks of the park's current state. The Lewisham Council created a survey to be distributed among the public. Consultation events took place in 9 locations, and 261 people participated in the surveys. Question 3 of the survey asks participants about their perceived condition of the park, and received 246 responses. The survey question had a ranking of 1-5, with 1 being the worst condition and 5 being the best. The majority of people believe that the park is in average to poor state. The pictures show the Beckenham Mansion in its current state and the Homestead fire that occurred in 2011. This slide is to show that the public believes the park is in an average to poor state; in order to improve these results, work must be done with the park. Our liaisons, or other representatives of the Lewisham Council, have the data from our data analysis in an excel and word file that can accompany this slide to inform the meeting's audience on any questions pertaining to the survey (location, number of respondents, mean, standard deviation, etc.)

I. Park Visitation of Beckenham Place Park



Regeneration of Beckenham Place
Park

4

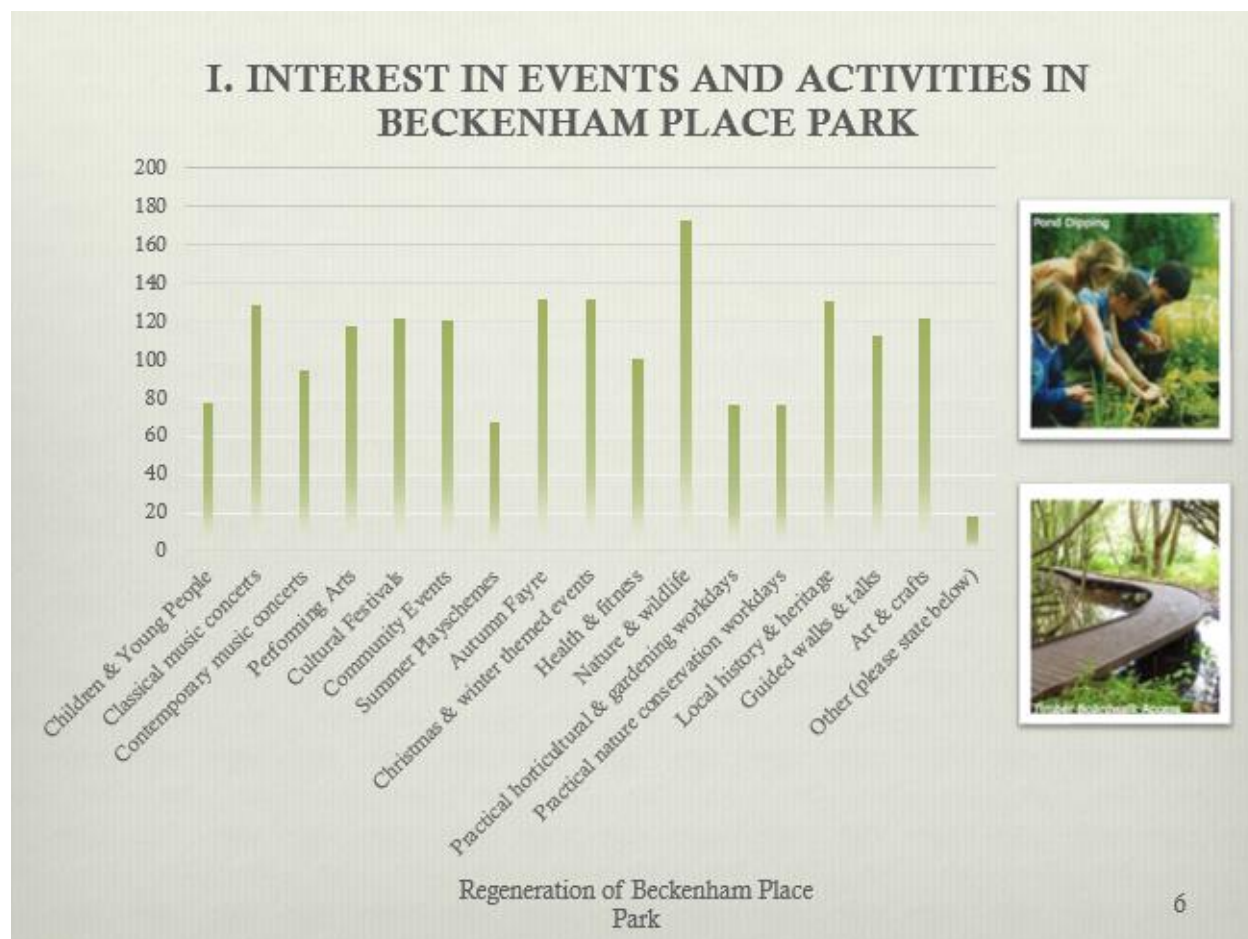
This pie chart shows the results of question 1 of the survey regarding how often survey participants visit Beckenham Place Park. We received 254 responses to this question. We defined frequent visitors as people who visit the park once a month or more. Based on the pie chart, 35% of the people said they visited the park once or twice a week. 25% said they go once a month. This means that over 50% percent of the participants are frequent visitors to Beckenham Place Park. This shows that the park is regularly being utilized by surrounding residents, making regeneration worthwhile.

I. OUTDOOR ACTIVITY INTEREST IN BECKENHAM PLACE PARK



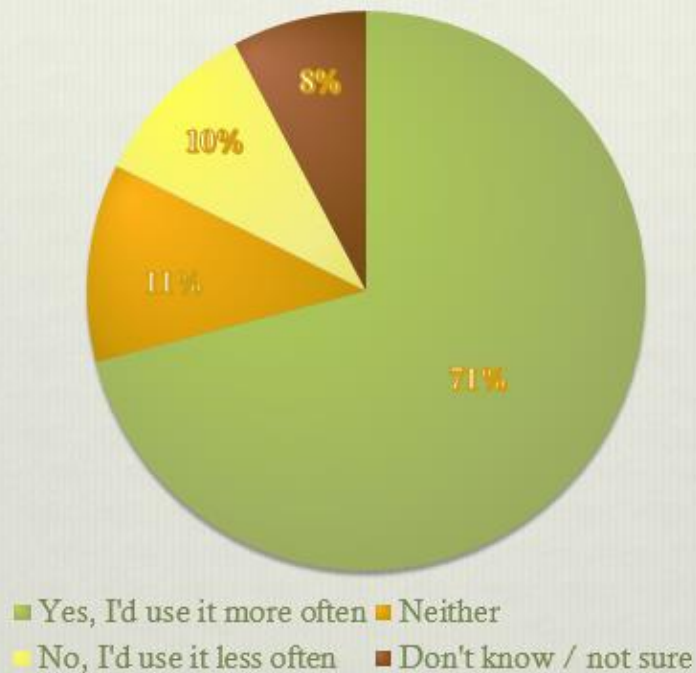
5

This slide shows the results of question 10 regarding the public's interest in outdoor activities. This was a "tick all that apply" question, and 253 people responded. The most popular activity among survey participants was walking, making improvements to paths around the park necessary. Besides observing wildlife, there is no strong opinion for the other options. This shows that there is diversity among the activities that people want to do in the park post-regeneration, meaning that in order to engage the entirety of the community, the Lewisham Council must regenerate the park to add multiple amenities. The park currently lacks most of these activities and funding allows for the construction of these amenities, which our liaisons can highlight using the consultation boards at the meeting.



This slide shows the results of question 11 regarding events and activities the community wants for the park in the future. This was a “tick all that apply” question, and it received 245 responses. The most popular type of event is nature and wildlife activities. Other popular events included arts and crafts, classical music concerts, and local history and heritage activities. Future events are effective in gaining positive publicity for Beckenham Place Park, while attracting potential investors for events. Additional funding for events from private investors or from the Council will bring in added social and monetary value for Beckenham Place Park.

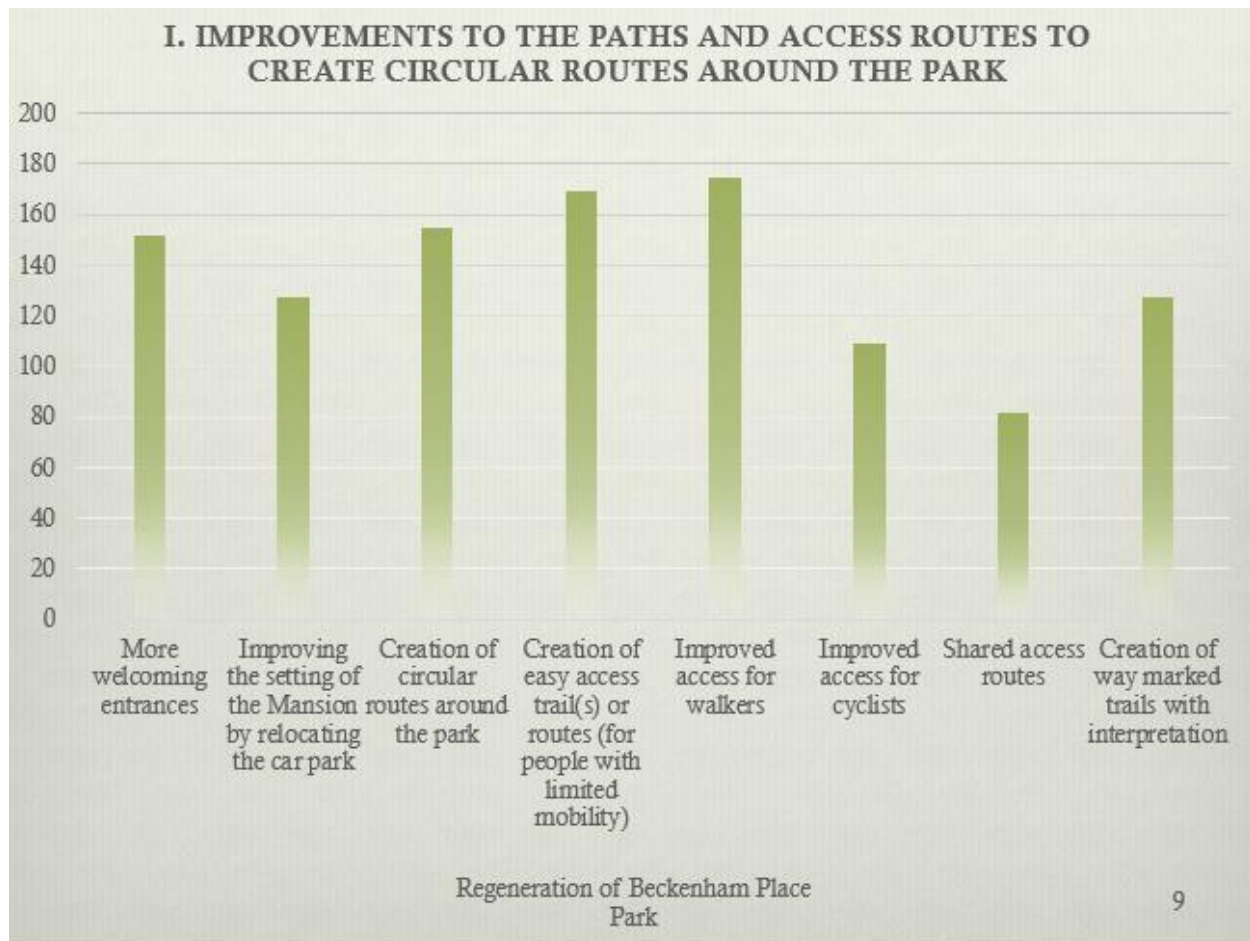
I. Overall, would the proposals shown in the exhibition encourage you to visit Beckenham Place Park or visit it more often?



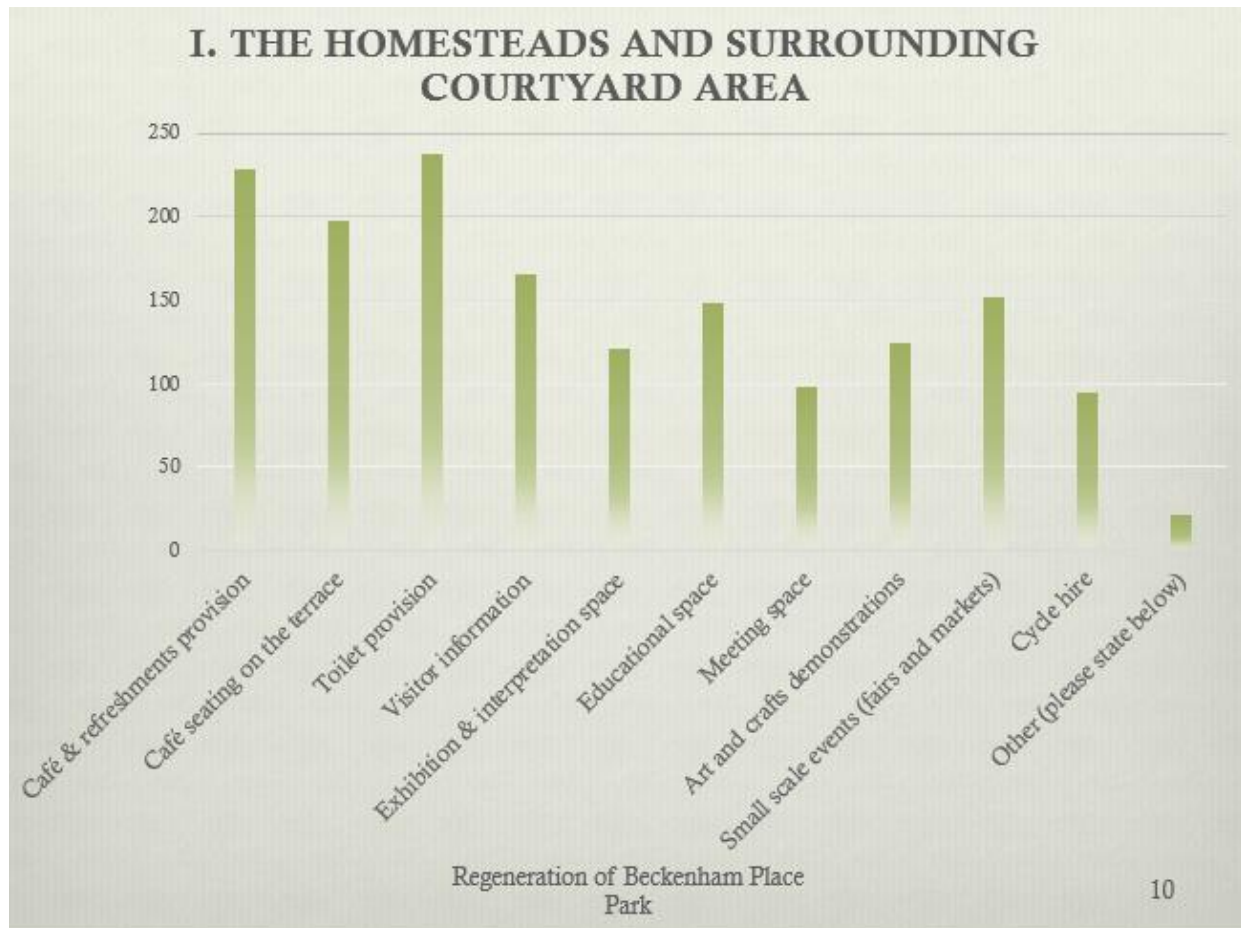
Regeneration of Beckenham Place Park

8

This slide shows the results of question 14 regarding how often the participant would utilize the regenerated park. This question received 243 responses. With the proposals, 71% of the participants said they would use it more often. This pie chart reveals the distribution of support among the public for the regeneration plans. The goal of the regeneration is to make Beckenham Place Park engaging to all members of the community and increase visitation numbers. At 96 hectares, the park is underutilized considering its size. By incorporating new amenities and events to the park during and after the regeneration, these numbers can increase. Our liaisons would use this slide to emphasize the fact the community surveyed would use the park more post-regeneration.



This slide shows results of question 5 of the survey regarding what respondents want to see in the improvements to the access paths and circular routes through the park. This was a “tick all that apply” question, and it received 241 responses. Improved access for walkers is the most popular option, which coincides with the results of question 10, which showed that most people are interested in walking in the park post-regeneration. Since the added pathways take a significant amount of funding, our liaisons can use this slide to inform the stakeholders and investors on the importance of this added amenity, despite its cost.



This slide shows results to question 8 regarding the Homestead and the surrounding area. This was a “tick all that apply” question, and it received 250 responses. The most popular answer was toilet provisions. Other popular answers included café and refreshment provisions followed by terrace seating for the café. These improvements will supply an area for visitors to socialize and purchase refreshments, which is useful for increasing the social value of the park and potentially creating a source of income. Since the park is undergoing the final design stage and space in and around the homesteads is limited, our liaisons can use this slide to state the importance of the amenities being added to this area of the park.

I. Options for New Play Provisions



- Larger play zone near Old Bromley Road (Orange Zone) & a smaller play zone at near the Homesteads (Pink Zone)
- Smaller play zone near Old Bromley Road (Orange Zone) & a larger play zone at near the Homesteads (Pink Zone)
- Both locations should have the same level of provision

Regeneration of Beckenham Place Park

11

Page | 118

II. Other Park Regenerations

Park Regeneration Project	Regeneration Amenities	Effect	Location	Beckenham Place Park Correlation
Greenville Trails and Greenways Master Plan	Engage community by investing in active transportation (Hiking, Biking, ext.)	Reducing Obesity Rates	Greenville, South Carolina	Engage the community
		Attracting New Businesses		Create new trails for walking and biking
		Home Buyers		Generating tourism
		Tourists		
Montgomery Community Health Initiative	Bike-friendly roadways After-school fitness programs Walk-to-school programs Urban farms	Reduced Obesity rates (especially in children)	Montgomery, Alabama	After school fitness programs can be run
		Engaging the community		Community involvement
		Nearby cities gained new bids for businesses		Reducing obesity and creating a healthier living environment
Jackson "Healthier" Community Project	Farmers Markets Community gardens New walkways Parks with fitness stations	Reduced Obesity rates	Jackson, Tennessee	Place to grow community gardens
		Community involvement		New walkways
		Business growth		Community involvement ¹²

This slide shows background research regarding other parks and their regeneration efforts to create a healthier community. There are three different cities in the US that regenerate parks to improve the health and well-being of surrounding communities, and the details of these regenerations are shown in the table. These new initiatives helped reduce obesity problems in their cities, while also benefiting new businesses and encouraging community involvement. Our liaisons will use this slide to highlight the benefits other communities gained through their park regeneration efforts, and the similarities between these regeneration efforts and the Beckenham Place Park regeneration. By highlighting added social value in other communities, our liaisons can make the point that Beckenham Place Park has the potential at seeing the same benefits port-regeneration.

II. Beckenham Place Park Regeneration

	POSITIVE Strengths	NEGATIVE Weaknesses
INTERNAL	<ul style="list-style-type: none"> • Large amount of capital already secured (~8.8 million pounds) • Strategic relationships in place (Heritage Lottery Fund and stakeholders) • Beckenham Place Park is recognized by name within the community • Large amount of green space (267 acres) • Ancient woodland • Abundant wildlife 	<ul style="list-style-type: none"> • Poor to average condition • Secluded atmosphere in the park created by the golf course affiliation • Small annual budget for maintenance in the park • Vocal minority in opposition to regeneration • Poor condition of trails • Limited access into the park (small number of entrances) • Poor signage • Railroad divide that prevents easy travel from one side of the park to the other
EXTERNAL	<p>Opportunities</p> <ul style="list-style-type: none"> • More and improved amenities to attract additional segments of the community <ul style="list-style-type: none"> • Improved trails • New café and toilets • Improved skate park and play areas • Expressed interest in the park regeneration from the public 	<p>Threats</p> <ul style="list-style-type: none"> • Decreased visitation from the golfing community • Rumors among the community about the regeneration plans, which act as negative publicity • Safety risks associated with the new lake and lack of park lighting

Regeneration of Beckenham Place Park

13

This slide shows a situational SWOT analysis for the Beckenham Place Park regeneration. A SWOT analysis looks at the internal strengths and weaknesses of the organization or area, as well as the external opportunities and threats in the future. While Beckenham Place Park contains several strengths, there are also weaknesses that need to be addressed during the regeneration. Looking at the external view allows for a prediction of how the park will advance in the future. Anticipating these opportunities and threats shows that the Lewisham Council is taking every possible measure to ensure success in the park regeneration.

III. Other Historic Aspect Restorations

Historic Aspect Restoration	Restoration Efforts	Effect	Location & Geographic	Beckenham Place Park Correlation
Danson House	4.5 Million pound regeneration project	Used for event space such as weddings and business retreats Open to public for tours, café and gift shop	Center of Danson Park	Same style Georgian-style Mansion Located in the center of large parks
Pembroke Lodge	Restored	Used as an event space for weddings and celebrations of all sizes Used as a café with tea rooms	Located at the Highest part of Richmond Park	Ruinous state Similar style mansion Approx. the same size, located in a large park
Rosebury Lodge	Restored	Photography gallery 2 rooms for hire Kitchen available	Located in Dulwich Park	Building that was restored to fit the needs of community in a creative way

14

This slide shows the restorations of other historic buildings in parks. The Danson House is located in the center of Danson Park and underwent a 4.5-million-pound regeneration project. It is now restored and open to the public for tours, refreshments, and gift shopping. It is also a popular venue spot for weddings and events. The Pembroke Lodge is a large mansion that is located in Richmond Park. It was restored and is now a venue for weddings, a café, and tea rooms. Roseberry Lodge in Dulwich Park contains a photo gallery of historic photos, and also has rooms available for rent. The benefits gained from these historical building renovations in other parks similar to Beckenham Place Park will allow for our liaisons to justify future funding opportunities for the Beckenham Mansion.

III. Potential Beckenham Mansion Restoration

	POSITIVE	NEGATIVE
	Strengths	Weaknesses
INTERNAL	<ul style="list-style-type: none"> • Level II historic building • Large building to accommodate multiple purposes • Sense of identity within the community • Location (overlooks restored park) 	<ul style="list-style-type: none"> • No funding currently secured • Renovations to historic buildings are expensive and timely • Limitations on renovations from grant funding and government restrictions • High maintenance costs of historic buildings
EXTERNAL	Opportunities <ul style="list-style-type: none"> • Potential for increased income through utilization of the building • A new attraction for the park • Fully operational kitchen to cater events or hold a restaurant • Potential to attract private external investment for space in the building 	Threats <ul style="list-style-type: none"> • Financial loss from the renovations or increased maintenance costs • Renovations may harm the structure of the building • Loss of heritage value post-regeneration due to modern commodities

Regeneration of Beckenham Place
Park

15

This slide contains the second part of the situational SWOT analysis regarding the Mansion. There is currently no funding bid established for the Mansion. A large portion of the public that attended consultation events in spring of 2016 expressed their disappointment with the lack of funding set aside for Beckenham Mansion. The chart shows a minimal amount of threats compared to internal strengths, and background research indicates positive results resulting from similar investments in other historic building renovations.

Social Value

- ❖ Park budgets are increasingly being cut in the United Kingdom
 - ❖ Poor quality
 - ❖ Minimal amenities
- ❖ Investment in the park will add social value by:
 - ❖ Engaging community members in new amenities
 - ❖ Increasing volunteer efforts



16

To wrap up the argumentative brief, our liaisons will highlight the importance of social value and a small portion of what our team found in our background and literature review from United Kingdom green spaces to Beckenham Place Park. Our liaisons read the updated background and literature review and are comfortable speaking on our findings. This slide accompanied by saved maintenance costs from the regeneration (confidential) will justify funding for Beckenham Place Park and will lay a foundation for future funding for the Beckenham Mansion.