

UPDATE FOR THE GUNNERSBURY PARK ADVISORY PANEL ON THE PROGRESS AND NEXT STEPS OF THE REGENERATION PROJECT

1.0 PURPOSE OF REPORT

This report seeks the Gunnersbury Park Advisory Panel's views on proposals to progress the Gunnersbury Park regeneration project. The Panel's comments will be included in the report is taken to the Executive of Hounslow and the Cabinet of Ealing in December.

The December report will seek approval to explore available options in order to submit a Major Grant Application to the Heritage Lottery Fund in November 2011. It will also look at future governance options as part of a sustainable business plan to preserve our heritage for future generations.

2.0 BACKGROUND

The Current condition of Gunnersbury

- 2.1 Ealing and Hounslow have shared joint ownership of Gunnersbury Park since 1965 when a joint committee was established to manage the estate. Gunnersbury has twenty-two listed buildings of special architectural or historic interest in a landscape itself of significant importance in its own right. The combination of important historic buildings and landscape has led to EH describing Gunnersbury as Grade II* in their *'Parks and Gardens Register'*.
- 2.2 Budgetary constraints have resulted in under investment for many years and led to the present decline and poor management of the buildings landscape, park infrastructure and sports facilities. For this to be addressed significant investment is required.
- 2.3 Although the estate is of national significance its increasingly poor condition has led to English Heritage (EH) describing Gunnersbury as one of the most sensitive and complex cases in the Region. EH has also designated it one of the top 12 'at risk' properties in England with extensive, significant problems, high vulnerability and a trend of decline.

The Conservation Management Plan

- 2.4 To understand the significance and problems of Gunnersbury a Conservation Management Plan (CMP) was undertaken in 2008. This confirmed Gunnersbury is a historic park of national significance and important for the local community for both formal and informal recreation and wildlife.

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- 2.5 The CMP also confirmed that despite the parks value it is in decline. A 'do nothing' option would result in the significant loss of historic buildings on site, be detrimental to the landscape and would be impossible to reverse. Without timely, effective action now, there is a risk that Gunnersbury Park, as it exists today will not survive.
- 2.6 The CMP outlined the benefits of tackling the decline and confirmed that a vast amount of resources are required. It recommended that an Options Appraisal be commissioned to identify those resources and recommend the delivery of the desired benefits.

The Options Appraisal

- 2.7 Jura Consultants completed an Options Appraisal in 2009 consistent with the principles of the CMP and EH. The brief required the solution to be holistic and tackle all the issues. The solution would also have to be both deliverable and sustainable.
- 2.8 The Options Appraisal was warmly welcomed by English Heritage. EH is firmly of the view that the repair and long term sustainable use of heritage assets must be the priority of the preferred option and form part of the first phase of its implementation. This must include the necessary repair and improvement to all the listed buildings and structures together with the grade II* registered landscape. EH identified gaps where it did not adequately consider the landscape and a number of smaller buildings.
- 2.9 The study confirmed current funding is insufficient and doing nothing or 'Mothballing' is not an option. Unless sustainable uses are found the buildings would remain on the 'Heritage at Risk Register' and likely to fall into decline again. The study considered many options including refurbishing vacant buildings for lease to commercial activities and also refurbishing all buildings for public uses.
- 2.10 The study's preferred option was presented to the Advisory Panel in 2009. The 3 fundamental principles applied to the selection of the preferred option were:
- It must be deliverable
 - The operations must be sustainable
 - It must meet the aspirations of the CMP
- The preferred option is set out in Appendix 1

NB The sports Hub does not form part of the proposal to the Advisory Panel. Improving sports facility will be explored in a separate phase.

- 2.11 Consultation on the study's preferred option was made using a survey and prepaid return envelope distributed to over 70,000 households within a two-mile radius of the park. This survey was additionally made available in the Gunnersbury Park Museum and online. The results of are available at www.hounslow.gov.uk/gunnersbury

3.0 Next Steps

- 3.1 The next steps for the project will be to explore other options within available funding and to produce a master plan. The CMP will be recommended as formal guidance for the project.
- 3.2 To address the 'trend of decline' significant investment is needed. Appendix 2 gives an initial estimate of available funding. There is currently insufficient funding identified to meet the cost of the preferred option. The project needs to explore both variations of the preferred option and other potential uses so that an option can be agreed as a submission for funding to the HLF in November next year.
- 3.3 The HLF has significant funding available and has expressed a particular interest in the Gunnersbury project. The latest HLF announcement confirms the minimum financial contribution ('match funding') that applicants must raise has been reduced to 10%. However it is still a competitive process, HLF funds are limited, with significant pressures nationally with regards to funding Heritage Projects. It is crucial to ensure that, alongside meeting HLF's priorities and offering good value for money, that the project that is visionary in its approach, that we can achieve a genuine and transformational step change, and make effective partnerships.
- 3.4 Whichever option is agreed we will be required to build upon the CMP and Options Appraisal and carry out building surveys. We will also require proposals such as a site master plan and, business plan. The project will have to look to utilise the specialist skills of external consultants, where needed, as well as existing resources at the councils disposal.
- 3.5 Through the 2010/11 budget process London Borough of Ealing agreed an allocation of £5m from its capital programme for the Gunnersbury Park regeneration. It is anticipated that this will provide for the necessary expenditure to enable a HLF Round 1 bid to be made in November 2011. An estimate of these costs are made in Appendix 3
- 3.6 A report will be put to the Ealing Cabinet and the Hounslow Executive in December outlining the intention to submit a proposal to the HLF and how this process would be managed.

4.0 Project Governance

- 4.1 It is proposed this process is managed by a project team with an appropriate project board to validate decisions and challenge/approve the work. Regular project meetings with funding partners such as EH and HLF, the museum strategy group, consultants and other stakeholders according to the project needs will be held. Appendix 4 suggests an outline structure.

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- 4.2 Contract Procedure Rules will be followed to appoint consultants to develop proposals to a suitable standard for an HLF round 1 bid and ensure the masterplan provides long term, sustainable solution for the Park
- 4.3 An outline timetable is included as Appendix 5 up to a round 1 bid to the HLF.
- 4.4 A detailed programme of consultation during 2011 will be developed for all elements of the project and will form part of the HLF Round 1 bid. This consultation will involve working closely with the Gunnersbury Park Advisory Panel and other stakeholders as part of this process. Formal reporting is suggested in July and October next year.
- 4.5 Throughout the master planning process, project meetings will be held regularly with both English Heritage and Heritage Lottery Fund to maximise the help and support offered by both organisations and to ensure the highest chance of a successful bid. This will include examining outstanding issues including the future management of the Park.
- 4.6 A risk register will be developed for this project and reviewed through the project governance structure. Appendix 6 highlights the top five risks associated with this project identified to date
- 4.7 The Project will review the potential future governance options such as establishing a trust and other non Profit distributing organisation models as part of a sustainable business plan to preserve our heritage for future generations.

Appendix 1 – Jura Consultant’s Preferred Option

| TABLE 8.1 PREFERRED OPTION | | |
|--|--|------------------------|
| | Restoration and Upgrading | Estimated Costs |
| CORE ASSETS | | |
| Heritage Assets | | |
| Large Mansion House | Building restoration and reuse as restaurant and function venue. | £7,912,500 |
| Small Mansion House | Building restoration and reuse as museum. | £5,250,000 |
| Stable blocks | Building restoration and reuse as accessible museum store. | £4,150,000 |
| Landscape Features | Remove detrimental elements (e.g. pitch and putt and tennis courts), reinstate lost features to reconnect the mansions and other buildings with the landscape setting, enhance the structure planting, and introduce signage, lighting and interpretation and orientation. | £2,000,000 |
| Heritage Assets Total | | £19,312,500 |
| Sporting Assets | | |
| Sports Facilities | Introduction of the Sports Hub. | £12,884,020 |
| TOTAL CORE ASSETS | | £32,196,520 |
| SUPPORTING ASSETS | | |
| The Orangery | Operate as function and education venue in tandem with the Large Mansion House. | £300,000 |
| The Temple | Operate as function and education venue in tandem with the Large Mansion House. | £200,000 |
| Potomac Tower / Gothic Boathouse | Built heritage feature with public access, e.g. Doors Open Day, guided tours, museum group visits. | £50,000 |
| Princess Amelia's Bathhouse | Premises to be let as small office to local amenity / community group. | £50,000 |
| Gothic Ruins | Restoration of landscape feature to original form and condition with supporting interpretation. | £250,000 |
| Boundary Wall | Restoration of landscape feature to original form and condition with supporting interpretation. | £200,000 |
| East Lodge Ruins | Site to be used for future park related supporting development, e.g. accessible museum store. | £0 |
| Walled Garden | Continue with site for Capel Manor College allowing expansion of the college and contraction of the Greenscene operations. | £0 |
| TOTAL SUPPORTING ASSETS | | £1,050,000 |
| Inflation and Contingency Allowance (16%) | | £5,350,000 |
| OVERALL TOTAL | | £38,600,000 |

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Appendix 2 Initial Project funding estimate

(Based upon Previous Research)

| Source | Detail | Amount |
|---|--|----------------------|
| Ealing Council Funding | Mainstream funding allocated in capital budget | £5 Million |
| Hounslow Borough Council | S106 | £250,000 |
| Heritage Lottery Fund | Major Grant Application | £9 Million* |
| English Heritage and other external funders | | £1 Million** |
| | Total | £15.3 Million |

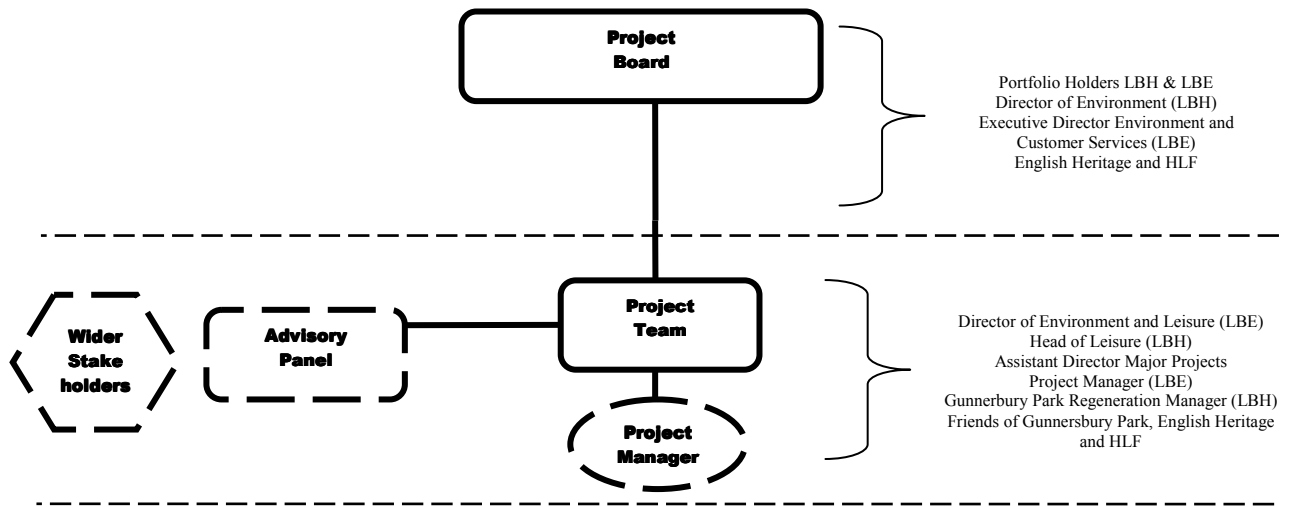
* based upon early discussions with external funders, however all applications are competitive and judged upon their merits.

** External funding levels and project estimates are indicative based upon the information we have at this time and will be used as a baseline during the master plan development

Appendix 3 Anticipated expenditure for a round 1 bid

| Item | Detail | Costs |
|--|---|-----------------|
| Building, Structure and other associated Surveys | Condition surveys by Surveyors Estimate based on schedule, see Appendix Two | £125,000 |
| Valuation survey | Estimate based on quote from Montague Evans who assisted with Options Appraisal (6 days work) | £5,000 |
| Development of Major Grant Application | | |
| Professional services such as , Heritage Consultant, Quantity Surveyor, interpretation consultant, business planning etc | Required to ensure evidence based, risk mitigated project that is competitive against external funding criteria | £250,000 |
| Outreach and engagement | Outreach officer, community engagement work and consultation | £50,000 |
| Staff costs | | £65,000 |
| | Total | £495,000 |

Appendix 4 Project Governance



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Appendix 5 Timetable

| Action | Date |
|--|------------------|
| Gunnersbury Park Joint Advisory Panel meeting | 19 November 2010 |
| Hounslow Executive | 7 December 2010 |
| Ealing Cabinet | 21 December 2010 |
| Appointment of consultants | Jan /Feb 2011 |
| Completion of condition and valuation surveys | April 2011 |
| Completion of museum feasibility study | April 2011 |
| Review Surveys, scope priority repairs, develop outline management plan and consultation, | May 2011 |
| Consider Options, develop outline brief and masterplan, define user needs and economic potential. Meet with user groups and key stakeholders | June 2011 |
| Test brief and outline masterplan of buildings and landscape, assess risks, funding priority repairs, and develop potential solutions for buildings, museum and services. Outline access and education programmes | July 2011 |
| Gunnersbury Park Joint Advisory Panel meeting | TBA |
| Hounslow Executive and Ealing Cabinet to agree Option | TBA |
| Agreement of outline masterplan, public consultation on masterplan, detailed and costed plan for landscape development, development of integrated proposals across the site with architect, landscape and specialist consultants | August 2011 |
| Develop initial proposals for masterplan. Development of park base cultural/heritage events programme and develop draft landscape masterplan, scope and specify landscaping works, develop programming and cost evaluations | September 2011 |
| Gunnersbury Park Joint Advisory Panel meeting | TBA |
| Complete draft masterplan for integrated project, public consultation and finalise HLF submission | October 2011 |
| Submit HLF Round 1 bid | November 2011 |

Appendix 6 High Level Risks

| Description | Mitigating actions | Owner | Due date |
|--|---|--------------|--------------------|
| Failure to achieve external grant funding | Pre consultation has taken place with HLF and future consultations with HLF and EH to ensure bid complies fully with their criteria | Project Team | Throughout project |
| Failure for stakeholders to agree on masterplan | Detailed master planning with specialist advice and input from English Heritage. Regular project meetings held to discuss issues. Clear governance in place with Advisory Panel | Project Team | Throughout project |
| Failure to achieve sufficient Private Sector Investment/Interest | Private Sector Investment needed for the events and catering businesses planned. Market testing and business planning to be undertaken. Advice sought from specialists | Project Team | On-going |
| Failure to gain planning permission for works | Close working relationship with both council's conservation planners established | Project team | HLF Round 2 |
| Failure to get agreement to break covenant clause | Legal will be asked to look into this at an early stage in the project's life cycle | Project team | HLF Round 2 |