



ENGLISH HERITAGE



London Borough
of Hounslow



Ealing

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GUNNERSBURY PARK

Options Appraisal

Report

By

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The Future of Gunnersbury Park Consultation to be conducted in the Summer of 2009 refers to Options 1, 2, 3 and 4. These options relate to the options presented in this report as follows:

Report Section 6	Description	Consultation
Option A	Minimum Intervention	Option 1
Option B	Mixed Use Development	Option 2
Option C	Restoration and Upgrading	Option 4
Option D	Destination Development	Option 3

EXECUTIVE SUMMARY

Introduction

A study team led by Jura Consultants with LDN Architects and Montagu Evans was commissioned by Ealing and Hounslow Borough Councils to carry out an options appraisal for Gunnersbury Park. Gunnersbury Park is situated within the London Borough of Hounslow and is unique in being jointly owned by Ealing and Hounslow.

Background

One of the main reasons for the preparation of the options appraisal is the potential loss of a significant part of the heritage in Gunnersbury Park. It is a Grade II* Registered Park containing 22 Grade II* and Grade II listed buildings, placing it in the top 30% of Registered Parks and Gardens and containing some of the top 10% of historic buildings in England. Many of the buildings within the Park are designated as 'at risk', and English Heritage has named Gunnersbury Park as one of the top 12 'at risk' properties in England, due to the significant investment needed urgently to stabilise and ultimately repair the buildings.

Options Appraisal

The HM Treasury's 'Green Book' – Appraisal and Evaluation in Central Government', presents a best practice guidance for the appraisal of policies, programmes and projects. The Green Book guidance has been adopted for this options appraisal. The key stages are as follows:

- Identification of aims and objectives
- Development of long-list of options
- Shortlisting of options
- Detailed analysis of short-list of options
- Identification of a preferred option

Aims and Objectives

The objectives have been influenced by the needs and desires of local, regional and national users. In addition, the objectives have considered the need for services and facilities to ensure that as many people as possible from the local area and beyond can enjoy the Park. The objectives are listed below:

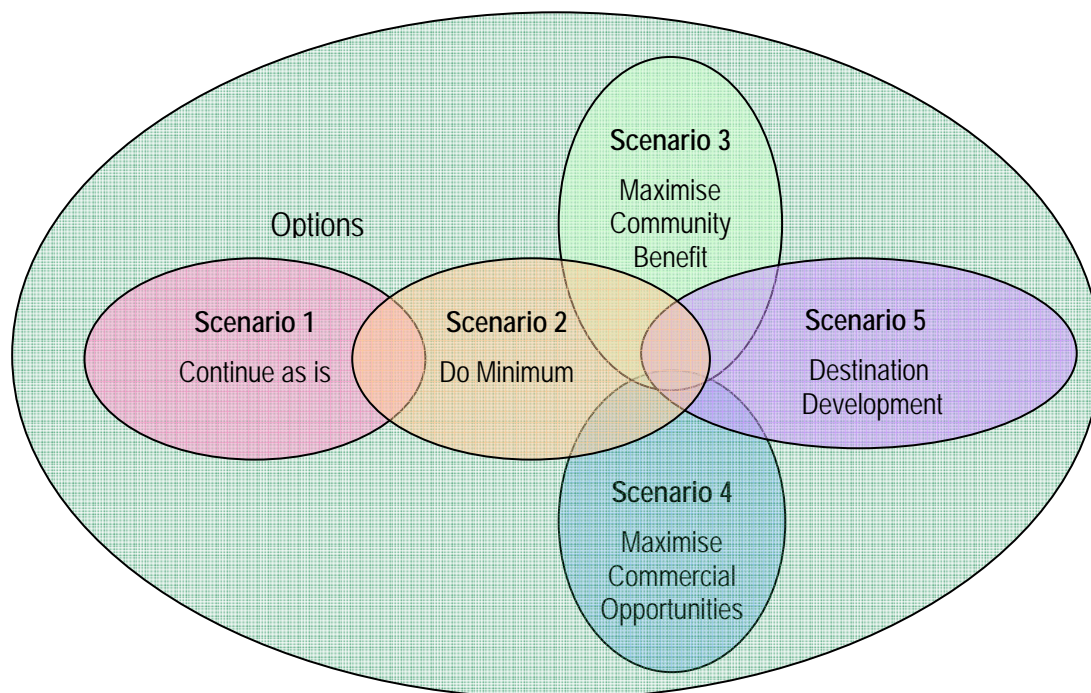
- To care and conserve the significant heritage assets in Gunnersbury Park
- To create employment and training opportunities
- To ensure that Gunnersbury Park is accessible to (and used by) local residents and visitors to the area
- To ensure that Gunnersbury Park does not exclude any users

Long List of Options

The long-list of options has been created through a combination of market analysis and stakeholder consultation. The options have considered each of the assets in the Park and assessed the potential uses for each one in turn. The long-list has also considered the current commercial activities on the site, the potential for future commercial activities and identified potential opportunities for enabling development within the Park's boundaries.

The long-list of options has been reviewed and a preliminary assessment made to ascertain the most appropriate uses taking into account the vision, aims and objectives and the views and aspirations of the various stakeholder groups and current users. These options have been assembled to create a series of scenarios. These scenarios are:

- Continue as is (Do-nothing)
- Do-minimum
- Maximise community benefit
- Maximise commercial opportunities
- Destination development

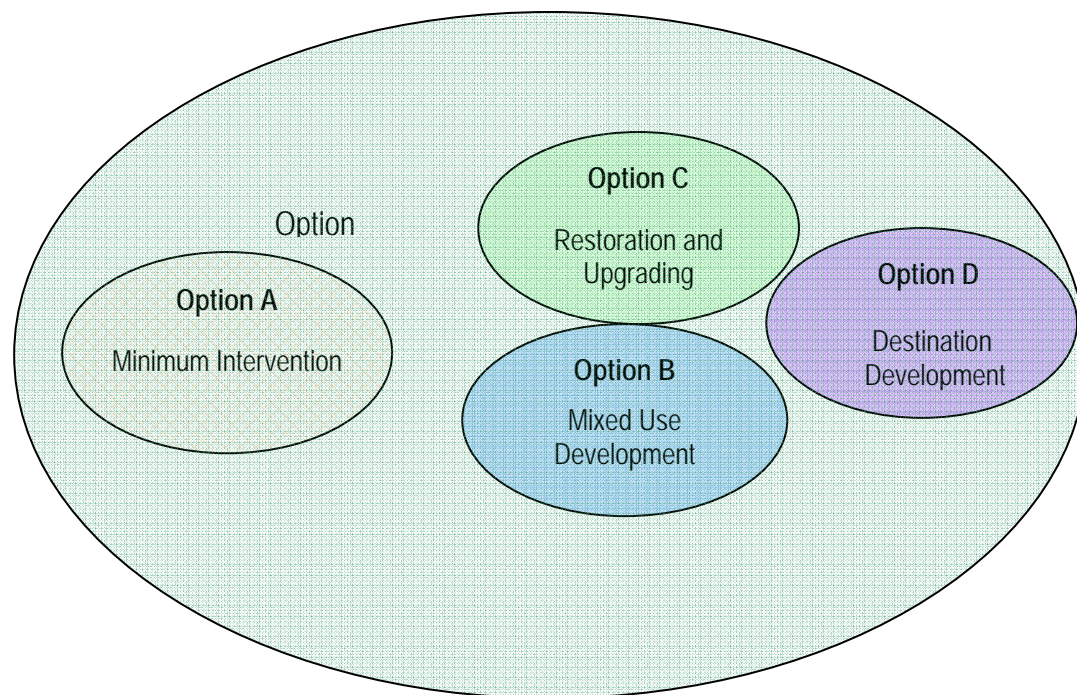


Shortlisting of Options

The scenarios have been used to narrow further the potential options for Gunnersbury Park. A critical factor in the analysis of the scenarios for Gunnersbury Park is the recommendations made in the Conservation Management Plan. This plan set out a vision for the Park as follows:

'A sustainable high quality park with varied uses, which serves the local community and the region whilst respecting, enhancing and interpreting its historic framework and fabric.'

The key to the success of a heritage-based project is finding the right use, or mix of uses, appropriate to the heritage assets. It is important, therefore, that scenarios are both sustainable and deliverable. A series of assessment criteria were used to examine the sustainability and deliverability of the proposed scenarios. While the assessment of the scenarios narrowed down the feasible developments for each of the core heritage and sporting assets they did not provide the clarity required to determine the precise direction for Gunnersbury Park. We therefore used the assessment of the scenarios to prepare a final series of options. These options provide specific uses for the core heritage and sporting assets and the supporting assets that comprise Gunnersbury Park. The options are shown in the following diagram.



Detailed Analysis of Shortlisted Options

Options B, C and D incur measurable and specific capital costs as summarised in the following table.

	Option	Option	Option
	B	C	D
	Mixed Use Development	Restoration and Upgrading	Destination Development
CORE ASSETS			
Heritage Assets			
Large Mansion House	£10,625,000	£7,912,500	£11,425,000
Small Mansion House	£3,400,000	£5,250,000	£3,400,000
Stable blocks	£3,112,500	£4,150,000	£4,150,000
Landscape Features	£250,000	£2,000,000	£2,250,000
Heritage Assets Total	£17,387,500	£19,312,500	£21,225,000
Sporting Assets			
Sports Facilities	£200,000	£12,884,020	£19,634,020
TOTAL CORE ASSETS	£17,587,500	£32,196,520	£40,859,020
TOTAL SUPPORTING ASSETS	£1,050,000	£1,050,000	£1,050,000
Overall Inflation & contingency Allowance	£3,000,000	£5,350,000	£6,750,000
OVERALL TOTAL (SAY)	£21,650,000	£38,000,000	£48,660,000

Option A has not been included in Table 1 because the minimum intervention option does not result in a capital cost that can be estimated with any certainty. Should the Minimum Intervention Option be adopted the investment in the heritage assets would be dictated by the Council's response to the deteriorating condition of the buildings. The Council's have a statutory duty to look after the listed buildings in Gunnersbury Park. This would be encouraged by English Heritage through the use of Urgent Works Notices and Repairs Notices. Based on the current condition of the key assets we estimate that the Councils could incur repair and maintenance costs of some £5 million over the next 5-10 years. Ultimately the costs could be greater and/or incurred over a shorter time period.

Option B would meet some of the objectives of the Conservation Management Plan but the introduction of private uses would exclude the public from some buildings and areas of the Park. Option C would meet fully the objectives of the Conservation Management Plan by addressing the requirements of the built heritage, the natural heritage and reconnecting the two. Furthermore, this option would see the development of the Park to retain existing users and attract new users as a result of the enhanced facilities. This option would provide Gunnersbury Park with an exciting and long-term future. Option D would similarly meet the aims of the Conservation Management Cost but at a greater cost than Option C.

The estimated costs and the preliminary assessment of external funding are such that to complete the funding package would require an exceedingly large sum from both Councils. It is unlikely that such a sum could be allocated in the short to medium-term given other calls on the Councils' capital budgets. This Options appraisal has therefore considered the scope for enabling development to provide partnership funding for the proposed investment at Gunnersbury Park.

Enabling Development

Enabling development is development that is contrary to established planning policy. It is only considered where the public benefits outweigh the cost. In the case of Gunnersbury Park the enabling development would involve the sale or lease of a small section of the Park to a developer for housing. The income generated would be applied to the restoration of Gunnersbury Park.

The preferred enabling development sites are both on Lionel Road North. Lionel Road North Site 1 has the potential to achieve a value of up to £14.6 million and Lionel Road North Site 2 has the potential to achieve a value of up to £2.2 million. These sites are remote from the historic core, border the playing fields and continue the existing pattern of development on the western fringe of the Park. The preferred option would be residential housing development as this achieves the highest value.

Preferred Option

The selection of a preferred option is made complex at Gunnersbury Park by a number of factors. It is neither possible nor advisable to decide on the future use of an individual building in isolation. The relationship with other buildings, the landscape setting and uses must be taken into account. There is an existing pattern of use in terms of the Park and the buildings with tenants, users and other interests. However, there are three fundamental principles which should be applied to the selection of the preferred option. The preferred option must be deliverable. In short there must be a reasonable prospect of securing the necessary funding, the resulting operations must be sustainable, and it must meet the aspirations of the Conservation Management Plan.

In identifying a preferred option for Gunnersbury Park we have been driven by the need to resolve many individual building issues and create a satisfactory response that allows the entire estate to function effectively. We have therefore determined that the resolution of the main heritage assets must be the priority. This means that any overall plan must address the plight of the large and Small Mansion Houses, the Stable blocks, the landscape and the museum. Once a future for these assets has been determined the remainder of the development package can be accommodated around these elements. We have further suggested that the development of the heritage assets and the sporting assets should be considered as a package but then developed and implemented in separate programmes as a result of the different partners, delivery agencies and funding agencies involved.

The preferred option is Option C Restoration and Upgrading, this would result in the restoration of the Mansion Houses, the Stable Blocks, and improvements in the landscape setting for these heritage assets. A programme of investment would also secure the condition of the remaining heritage assets. This option would meet the aspirations of the Conservation Management Plan. Option C would also be

deliverable meeting the requirements of both the Planning Authority and English Heritage. It would also be deliverable in terms of funding although this would require enabling development, which in turn would require the appropriate permissions. This option would be sustainable based on the increased resources derived from a combination of new lease income, improved income performance of existing arrangements and a willingness of the Council's to support additional operating costs, justified by increased use of the Park and its facilities.

1.0 INTRODUCTION

1.1 Introduction

A study team led by Jura Consultants with LDN Architects and Montagu Evans has been appointed to carry out an options appraisal for Gunnersbury Park. The options appraisal has considered each element of the Park and identified the best means of achieving the vision set out in the Conservation Management Plan, namely to create:

"A sustainable high quality park with varied uses, which serves the local community and the region whilst respecting, enhancing and interpreting its historic framework and fabric"

The options appraisal provides an important information base to inform any funding applications to the Heritage Lottery Fund and English Heritage, and to guide discussions with potential commercial operators.

1.2 Background

One of the main reasons for the preparation of the options appraisal is the potential loss of a significant part of the heritage in the Gunnersbury Estate. Gunnersbury Park is situated within the London Borough of Hounslow, but, is unique in being jointly owned by the London Boroughs of Hounslow and Ealing. It is a Grade II* Registered Park containing 22 Grade II* and Grade II listed buildings, placing it in the top 30% of Registered Parks and Gardens and containing some of the top 10% of historic buildings in England.

Many of the buildings within the Park are also designated as 'at risk', and English Heritage has named Gunnersbury Park as one of the top 12 'at risk' properties in England, due to the significant investment needed urgently to stabilise and ultimately repair the buildings. Additionally, the Park is a valuable open space and has been designated as Metropolitan Open Land, a haven for nature conservation containing protected species and a valuable area for the local community, as a space for both formal and informal recreation.

1.3 Options Appraisal Process

The HM Treasury's '*Green Book*' – *Appraisal and Evaluation in Central Government*', presents a best practice guidance for the appraisal of policies, programmes and projects. The *Green Book* guidance has been adopted for this options appraisal. The key stages are as follows:

- Identification of aims and objectives
- Development of long-list of options
- Shortlisting of options
- Detailed analysis of short-list of options

- Identification of a preferred option

The process has been informed by the following:

- User market appraisal
- Consultation with stakeholders
- Review of strategic documents
- Review of previous performance
- Analysis of current and future performance

This options appraisal considers both the revenue implications of the current and future operation of Gunnersbury Park as well as the potential for raising capital to fund the development project.

The HM Treasury Green Book dictates that for good practice in undertaking options appraisals a “do-nothing” option should be considered within the options. It is also considered good practice to develop an aspirational option which could exceed the aims and objectives for Gunnersbury Park.

1.4 Aims and Objectives

The joint ownership of Gunnersbury Park by Hounslow and the London Borough of Ealing is an historical arrangement that has existed from the time of the Park’s purchase in 1925. The current agreement dates from 1967. Both Boroughs provide funding for the Park and its buildings and this expenditure is overseen by the Gunnersbury Park Regeneration Board (GPRB). The direct operation of both the Park and museum is undertaken by Hounslow through its contractor John Laing Integrated Services who replaced CIP Group during the last year. In considering the options for Gunnersbury Park, we have identified the aims and objectives of the management and stakeholders.

The Gunnersbury Park Regeneration Board (GPRB) has the remit to investigate the potential uses for the buildings and spaces and their ability to sustain a long-term future for the whole estate.

A conservation management plan (CMP), has recently been completed by Chris Blandford Associates and is designed to help GPRB identify the significance and protect the heritage of the Park. The main aims with regard to the Park are as follows;

- To reverse the decline of the Gunnersbury Estate
- To preserve and protect all of the heritage assets, including the landscape
- To ensure that there is funding for a maintenance fund, which will ensure that the estate is maintained at a high standard
- To ensure that all visitors to the site are provided with an enjoyable and quality visitor experience

In order to meet these aims a number of objectives have been developed which address the financial deliverability and sustainability, community involvement (including training and education opportunities), conservation management, sport and leisure activities and the user experience. In developing objectives it has been necessary to explore the boundaries of 'acceptable' or 'appropriate' proposals for the Park.

The objectives have been influenced by the needs and desires of local, regional and national users. In addition, the objectives have considered the need for services and facilities to ensure that as many people as possible from the local area and beyond can enjoy the Park.

The objectives are listed below:

To care and conserve the significant heritage assets in Gunnersbury Park through:

- The restoration and conservation of the heritage assets
- Providing sufficient income/resources to ensure the heritage assets remain adequately maintained
- Ensuring suitable experience and expertise is available to care for the built heritage
- Ensuring that the importance of Gunnersbury Park is understood

To create employment and training opportunities by:¹

- Employing local people in the conservation of heritage assets
- Providing training opportunities during the conservation process
- Providing on-going employment, training and education opportunities once the project is complete
- Ensuring the project becomes a recognised location for innovation and development of the local economy
- Continuing the development of a link or mechanism between the learning sector, business and industry in the area, e.g. creative industries

To ensure that Gunnersbury Park is accessible to (and used by) local residents and visitors to the area by:

- Providing assets which engage with the local community
- Providing uses which will attract visitors and tourists
- To ensure that local organisations and businesses can be linked to the Park's assets physically, operationally or virtually

¹ An analysis of potential training and education opportunities is described in Appendix B

To ensure that Gunnersbury Park does not exclude any users by:

- Providing a broad range of uses
- Reducing all barriers to use and promoting access for all
- Ensuring that all activities are affordable

These objectives illustrate that the option appraisal process must consider a broad range of issues. The range of objectives is related to the number of users and stakeholders as well as the diverse number of assets in the Park.

1.5 Report Structure

The remainder of the report is structured as follows.

Section 2	Background
Section 3	Strategic Context
Section 4	Development of Options and Scenarios
Section 5	Appraisal of Development Scenarios
Section 6	Options Development
Section 7	Enabling Development
Section 8	Preferred Option
Section 9	Conclusions and Recommendations

2.0 BACKGROUND

2.1 Introduction

This section summarises the history of the Gunnersbury Park, identifies the heritage assets, and presents information on the current operation.

2.2 Site History

Below is an outline of the chronology of Gunnersbury Park. It has been compiled from *The Gunnersbury Park Estate Conservation Management Plan*, by Chris Blandford Associates, June 2008.

Pre 1656	Owned by the Bishop of London as part of the manor of Fulham. In the possession of the Frowyke and Spelman families for 15-16 th centuries	
By 1656	Gunnersbury Purchased by Sir John Maynard	
1658-1663	Gunnersbury House built by John Webb in the Palladian Style	
1690 – 1739	John, Lord Hobart. Applied in 1737 for an Act of Parliament to sell the House	
1739 – 1761	Henry Furnese. William Kent at Gunnersbury. Beginning of less formality in the design of the garden – introduction of the Horseshoe and Round Ponds. Addition of a Stable blocks and office	
1761 – 1786	Princess Amelia. Park extended and informal sweeping landscape with scattered trees developed. Temple built perhaps by Sir William Chambers. Construction of a chapel and other garden buildings also perhaps by Sir William Chambers	
1788 – 1800	Owned over the period by Colonel Gilbert Ironside, Sir Walter Stirling and Henry Crawford in turn	
1800 – 1802	John Morley. Webb House demolished and divided into 13 lots	
1802	DIVISION OF THE GUNNERSBURY PARK ESTATE	
	<i>Gunnersbury Park House</i>	<i>Gunnersbury House</i>
1802	Alexander Copland purchased 10 lots and built Gunnersbury Park House	Stephen Cosser purchased Lot 1 – the site of Gunnersbury House
1806	Alexander Copland purchased the remaining two lots	
1807		Major Alexander Morrison purchased Lot 1
1828		Thomas Farmer purchased the House from Morrison's widow and commissioned WF Pocock to construct East Lodge and Gates
1835	Gunnersbury Park acquired by	Gunnersbury House and East Lodge built

	Nathan Meyer Rothschild	
1836	Nathan Rothschild dies leaving widow Hannah	
	Orangery, Stable blocks and portico to the North Lodge constructed to designs of Sidney Smirke	
1837-40		Thomas Farmer employed WF Pocock to build Gothic Ruins in grounds of Gunnersbury House to screen Rothschilds Stable blocks. WW Pocock engaged by Farmer to extend the house, construct an aviary and more gothic ruins. It is also likely that Pocock was commissioned to build the Bath House
1861	Hannah dies. Son Lionel inherits and extends the estate to the southwest, purchasing Cole's Hole and redundant Kiln	
1879	Lionel dies, leaving widow Charlotte	
1884	Leopold Rothschild inherits the estate	
1889		Thomas Farmer dies and the Rothschilds purchase Gunnersbury House, reuniting the Estate
1889	GUNNERSBURY ESTATE REUNITED	
1900	Construction of the Japanese Garden. Gunnersbury was famed for its horticultural excellence during the late Victorian and Edwardian periods	
1913	By this time a Polo Field was in place at Gunnersbury. Leopold, son of Lionel, is also said to have maintained a Stud here and was a big name in horse racing. A small pavilion is located at the edge of the Polo Field	
1917	Leopold dies. Son Lionel Nathan Rothschild inherits the estate but with family interests now focussed on the Vale of Aylesbury area and in central London, Gunnersbury Park is eventually put up for sale	
1925	186 acres of land, both houses and the garden buildings are purchased for public use (governed by the Rothschild Covenant) by Acton and Ealing with help from Middlesex County Council. Brentford and Chiswick Boroughs also involved in Joint Management Committee. 13 acres of land were sold off on the northern and western edges for residential development to contribute to park funding	
1926	Gunnersbury opened to the public on 21 May 1926 by Sir Neville Chamberlain	

1928	Museum opens in Gunnersbury Park House
1935	By this time, the Park had acquired its recreational and municipal features. The Pitch and Putt course, tennis courts, bowling greens and boating lake (the Round Pond) can clearly be seen
1939	Second World War anti-aircraft gun emplacements in the Park
1950s	Creation of residential flats in the houses. The construction of the flats halted planned development of the museum at the time and in later years and resulted in some loss of original features
1965	London Borough reorganisation. Joint Committee now Ealing and Hounslow Borough Councils with Hounslow administrating
1970	Variation in covenant to allow West London Gardeners Training Consortium to operate from Gunnersbury House
1972	Permission granted to partially demolish the ornamental dairy after a long period of decay and dereliction. A wall of the dairy survives as part of the public toilets by the kitchens of Gunnersbury Park House
1975	Restoration of the Temple
1978	Permission sought to demolish the East Lodge but refused
1981	Friends of Gunnersbury Park formed over concerns about the East Stable blocks which was beginning to decline
1984	Museums and Galleries Commission offer a grant of £30k to bring the Stable blocks back into use. Riding School occupying the building closed
1985	Friends Group refurbish and begin to run the Pavilion Café
1986	New Woodland Garden planted south of the Orangery
1990	New Planning Brief developed for the Stable blocks after the collapse of several building schemes
1990s	Capel Manor College becomes tenant of part of the Walled Garden, the ex-Superintendent's House and gardeners bothies
1993	Greenscene move plant production and maintenance business into the Nursery area
c. 1993	The Gunnersbury Park Development Group established – a result of growing concern over the deteriorating condition of the park and its buildings
1994	Scaffolding erected around the Stable blocks after threats of Urgent Repairs Notice by English Heritage
1996	The publication of the Gunnersbury Park Development Plan and a bid to the Heritage Lottery Fund
2001	Restoration of 'Princess Amelia's' Bath House
2001	Restoration of the Italian Garden.
2001	Refurbishment of large playground
2005	Planning permission granted for a new building to house the Butterfly House on the site of a redundant bowling green

2.3 Current Assets







The table below presents a summary of the listing and current uses of the assets in Gunnersbury Park.

Building/Area	Listing	Current Use
Gunnersbury Park House	Grade II*	Museum and archive centre Victorian Kitchens - open daily Residential flats on upper floor but these are in poor condition and some are vacant
Gunnersbury House	Grade II	Previously art centre Occasionally used as a meeting centre/function room Residential flats on the upper floor
Temple	Grade II*	Occasionally used as a function area
Orangery	Grade II*	Occasionally used as a function room
East Stable blocks	Grade II*	Unused
West Stable blocks	Grade II	Unused
North Lodge	Grade II	Information centre for Park but often closed
East Lodge	Grade II	Ruin
"Princess Amelia's" Bath House	Grade II	Occasionally open on open days, and adapted for use as artist's studio.
West Lodge	Grade II	Partly residential
Dairy	Grade II	Demolished
Gothic Boat House	Grade II	Store
East Archway	Grade II	Ornamental
South East Archway	Grade II	Ornamental
South West Archway	Grade II	Ornamental
Boundary Wall	Grade II	Ornamental landscape feature
East Lodge Archway	Grade II	Ornamental
Gothic Ruins	Grade II	Not used
North Gateway	Grade II	Ornamental
Lamp Stands x 6	Grade II	Lighting
Fountain	Grade II	Missing
Walled garden area	n/a	Areas leased by Capel Manor College and Greenscene
Sports facilities	n/a	Not in use
General park area	n/a	Used by leisure visitors. i.e. dog walkers, joggers, recreational visitors
Superintendents Lodge	n/a	Residential let
Model Farm	n/a	Works Depot




2.4 Heritage at Risk Register

The Heritage at Risk Register identifies the heritage assets in England which are facing the greatest pressures and threats. 3.2% of all Grade I and II* listed buildings in England are on the heritage at risk register. Furthermore, in London there are 402 Grade II listed buildings on the register, 2.4% of all Grade II listed buildings in London. 9 of the buildings at Gunnersbury

Park are on the Heritage at Risk Register. These are detailed in the table below.

TABLE 2.2 EXTRACT FROM BUILDINGS AT RISK REGISTER²				
Building	Description	Listed Building Grade	Condition	Priority
Archway near east entrance lodge				
	Stucco pedimented archway, c1837, situated near to the East Lodge, on the eastern edge of Gunnorsbury Park, a public park since 1925	II	Very bad	A
East lodge to Gunnorsbury Park				
	Entrance lodge c1837, situated on the eastern edge of the C18 and C19 Gunnorsbury Park which became a public park in 1925. All that remains are small sections of the south and west elevations.	II	Very bad	A
East Stable blocks in Gunnorsbury Park				
	Stable blocks 1835, on the eastern edge of Park, to the south of the Small Mansion. Expressions of interest in restoring and converting the buildings have failed due to extent of enabling works and impact on the park.	II	Very bad	A
West Stable blocks in Gunnorsbury Park				
	Early C19 Stable blocks situated within the Gunnorsbury Park, now a public park. Expressions of interest in restoring and converting the buildings have been made but proposals detrimental to park as a whole	II	Very bad	A
Gothic Boathouse				
	Mid C19 Gothic folly tower, converted from a tile kiln and situated on the southern shore of Potomac Lake, developed in the 1860s from a disused claypit	II	Very bad	A
Boundary wall at Gunnorsbury Park				
	Part of boundary wall of the garden of the original Gunnorsbury House, built 1658-63 by John Webb for Sir John Maynard. Wall runs N-S from arch to S-E of Princess Amelia's Bath House. Red brick laid in English bond	II	Poor	A

² English Heritage, Heritage at Risk Register, www.english-heritage.org.uk

TABLE 2.2 EXTRACT FROM BUILDINGS AT RISK REGISTER ²				
Building	Description	Listed Building Grade	Condition	Priority
Gothic ruins in Gunnersbury Park				
	Sham Gothic ruins, on the east side of Gunnersbury Park	II	Poor	A
The Small Mansion, Gunnersbury House				
	Built c1810, the smaller of the two houses on the site of Gunnersbury House demolished c1801. Local authority flats on upper floor. Ground floor used as an arts centre. Major repairs are required.	II	Poor	C
The Large Mansion, Gunnersbury Park House				
	Country house 1801-28 by and for Alexander Copland; remodelled 1836 by Sydney Smirke for Nathan Rothschild. Good interiors, houses local history museum and education centre. Requires major expenditure on roofs, etc.	II*	Fair	C

2.5 Site Users

As a result of the wide range of activities and facilities provided in the Park there are a wide range of users. The users of the Park include:

Sports Clubs and Participants:

- Football
- Rugby
- Cricket
- Bowls
- Tennis
- Pitch and Putt

Leisure:

- Dog walkers
- Event visitors (e.g. Mela)
- Tourists
- Joggers
- Museum visits
- Other informal recreation

Education

- School visits to museum
- Capel Manor students

Commercial

- Café operator
- Greenscene
- Capel Manor Horticultural College

The table below provides information on the number of visits to the museum in Gunnersbury Park House.

	2007/08
Museum	27,000
Educational	12,000
Total	39,000

2.6 Financial Performance

Current expenditure for the operation of Gunnelsbury Park amounts to nearly £800,000 per annum. The income generated from the site represents some 14% of total expenditure. The balance of the income required to meet the operating expenditure is provided by significant and equal revenue contributions from both Ealing and Hounslow Councils. The level of funding varies to meet the budgeted shortfall. The following table describes the recent financial performance of Gunnelsbury Park:

	2006/07	2007/08	2008/09*
INCOME			
Rents	£84,033	£107,363	£110,062
Other income	£0	£0	£1,000
Total	£84,033	£107,363	£111,062
Council Contribution			
London Borough of Ealing	£362,605	£302,774	£338,588
London Borough of Hounslow	£362,605	£302,774	£338,588
Total Income	£809,243	£712,911	£788,238
EXPENDITURE			
Employees	£770	£24,600	£54,560
Premises	£191,416	£161,878	£163,025
Supplies and Services	£38,522	£17,695	£12,129
Agency payments	£509,321	£443,244	£471,100
Support costs	£26,996	£24,909	£20,500
Cost of borrowing	£42,218	£40,585	£40,600
Contingency	£0	£0	£26,324
Total Expenditure	£809,243	£712,911	£788,238

**Projected*

There is a projected increase in income from the commercial lettings and catering concessions as a result of a rent review carried out in 2009 with the Café and Capel Manor Horticultural College. However, expenditure is also expected to rise and, as a consequence, the contribution from the two Councils is projected to rise in 2008/9.

The following table presents the income generated by commercial operators at Gunnorsbury Park:

Operator	Rental income		Lease Renewal Date
	2007/08	2008/09	
Capel Manor Horticultural College (Lease of part of the Walled Garden)	Not disclosed	Not disclosed	2019
Greenscene (Lease of part of the Walled Garden)	Not disclosed	Not disclosed	2016
Catering Services (GB) Ltd (Café)	Not disclosed	Not disclosed	-
Croydon Golf Limited (Pitch & Putt)	Not disclosed	Not disclosed	-
Gunnorsbury Park Bowls Club (Bowling Green and Clubhouse)	Not disclosed	Not disclosed	-

2.7 Recent Significant Studies

2.7.1 Introduction

The following presents a summary of the important studies about Gunnorsbury Park which have been undertaken in the past 5 years.

2.7.2 Arup – Option Appraisal: A Future for the Mansions 2004

Arup undertook a study on the two Mansion Houses with the aim of identifying an economically viable use which could generate “sufficient revenue on an ongoing basis to meet the needs of the principal buildings and also make a substantial contribution to the budget allocated for the upkeep of the Park and the buildings within it.” As a result of the requirement to contribute to the operation of the wider Park, the report considered the following commercial uses for the houses:

- Casino
- Independent restaurant
- Art gallery/fee charging museum
- Conference centre
- Retail
- Hotel
- Residential

The analysis undertaken by Arup concluded that the only option which showed a positive cash contribution and future viability was a hotel in the mansions plus a new build. The existing Mansion Houses were estimated to have room to accommodate 40 hotel rooms, however, 80 rooms would be needed to meet operator requirements so an element of new build would have to be constructed.

2.7.3 The Parks Agency – Appraisal for the Future Management of Gunnorsbury Park

The review by the Parks Agency examined the problems facing Gunnorsbury Park in detail and connected these to the management of the Park. The report considered the following three management options for the Park:

1. *Preserve the status quo and explore the opportunities to secure revenue providing activities and external funds.*
2. *Revise the existing arrangements so that one Council has sole responsibility and can take a strong leadership role.*
3. *Re-launch Gunnorsbury as a Social Enterprise and hand the management and/or ownership of the estate over to an independent trust.*

It is concluded by the Parks Agency that many of the problems faced by the Park are a result of, or will not be addressed under the status quo, as the joint management approach is *"inherently flawed and inevitably leads to lack of commitment, leadership and, in consequence, sufficient resourcing"*.

The option of single Council management is considered more favourable but there would be a risk that the joint funding arrangements could be jeopardised. Therefore, the overall recommendation from the report is as follows:

We believe that the future of Gunnorsbury as a high quality, vibrant and flourishing park can only be secured by embarking on a process – a process of single-minded determination to secure major improvements to the park and its buildings and to sustain those improvements.

We recommend that:

- *The owning Councils determine to put the freehold of the whole site into an **independent charitable trust** with provision for council representation on it as well as others across interests in heritage; the arts; education; sport and commerce.*
- *The "**Gunnorsbury Project**" is announced with a set of guiding principles aimed at realising the potential of Gunnorsbury Park across a wide-ranging agenda.*
- *A wholly owned operating company is formed and a **Director of Development** is engaged to take the project forward as a dedicated **Project Champion**.*
- *The Councils covenant their current or raised levels of annual investment to the operating company via the trust, index-linked for ten years.*

2.7.4 Brentford FC Community Sports Trust

Proposals to construct a new Sports Hub for the Park have been developed by Brentford FC Community Sports Trust. The proposals are detailed in a feasibility study by S&P Architects prepared in March 2007. The study was undertaken to address the following:

- *How to increase the financial viability of the sporting and leisure provision*
- *How the numbers and user groups can be increased*
- *How to increase security and accessibility of the area*

There is also currently a major issue regarding the changing facilities located in the Park for the sports pitches. The changing facilities were the victim of a fire in November 2002 and have remained out of use since that date. The report concludes that the existing buildings would not be of a sufficient scale to accommodate the facilities required, therefore, it is proposed that a new building is constructed in the Park to provide the following facilities:

- 20 x 15 person changing rooms
- 4 x referee changing rooms
- Sports hall
- Toilets
- Multi-function meeting rooms
- Crèche
- Office space
- Bar/café

The report also states that the sports facilities in the Park could be extended to include:

- 4G pitches
- Flood-lit 5-a-side football pitches
- Jogging/trim trail route
- Mini soccer
- Sports hall for basketball, badminton, archery, table tennis, fencing
- Cycling – BMX, road biking, mountain biking
- Tennis courts

It is understood that the Sports Hub proposals have not been progressed since the report was produced in March 2007.

2.7.5 Chris Blandford Associates – Gunnorsbury Park Estate Conservation Management Plan

The document was completed by Chris Blandford Associates (CBA) in June 2008. The aim of the Conservation Management Plan (CMP) is to present an understanding of the significance, value and needs of the features which comprise the Park. It is intended that this should inform the future conservation and development of the Park. The CMP identifies the following vision

for Gunnersbury Park:

A sustainable high quality park with varied uses, which serves the local community and the region whilst respecting, enhancing and interpreting its historic framework and fabric

The key issues facing the Park are identified as:

- *Lack of clear management and maintenance structure*
- *Limited and decreasing funding*
- *Deterioration of built fabric and landscape, most prominently the buildings identified as being at risk*
- *Poor visitor facilities*
- *Declining use*

From these issues, the following actions were identified:

- *Establish a clear management regime and structure to take Gunnersbury Park forward, including the appointment of a Political Champion*
- *Adopt the Conservation Management Plan as formal guidance*
- *Carry out works to building at risk, to stabilise their condition and commission feasibility studies to determine sustainable use*
- *Commission a feasibility study for the location of Gunnersbury Park Museum*
- *Complete the Sports Hub feasibility study*
- *Finalise and adopt the Masterplan*
- *Investigate alternative sources of public and private funding to implement the Conservation Management Plan and Masterplan*

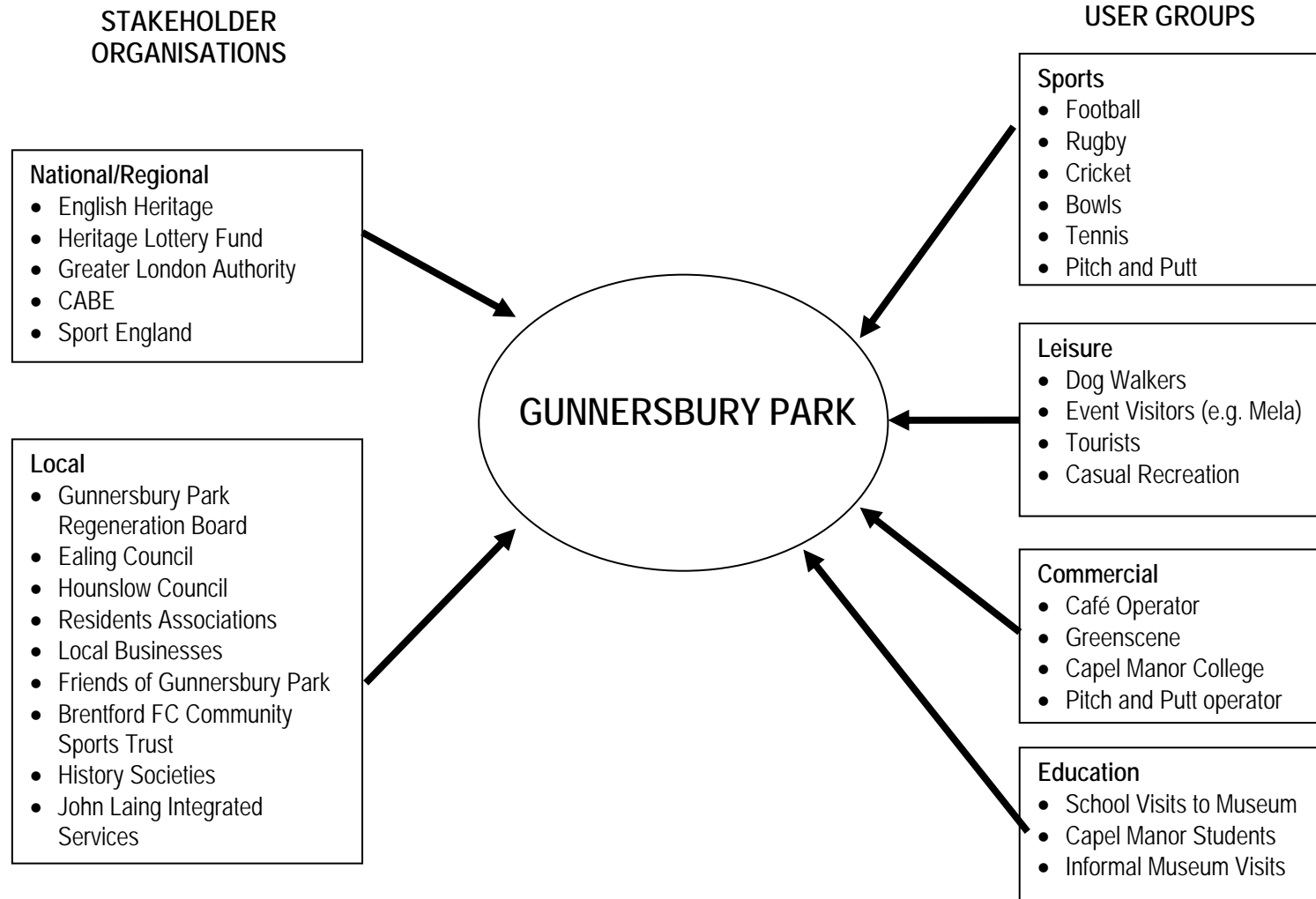
2.8 Summary

The condition of Gunnersbury Park is clear from the inclusion of several heritage assets in English Heritage's At Risk Register. The condition of the Park and its heritage assets have been in decline over many years. A series of reports have identified the problems and considered solutions but these have not been implemented.

3.0 STRATEGIC CONTEXT

3.1 Introduction

As a public park, a regularly used location for many different sports and the home of a local museum, Gunnersbury Park has the potential to deliver against a variety of local, regional and national strategies. The diagram on the following page presents an overview of all the stakeholder organisations and user groups that are currently involved with the Park.



This section analyses the stakeholder organisations shown in the above diagram and the users of the Park are considered in more detail in Section 3.9. Other stakeholder organisations are described in Appendix D.

3.2 London Borough of Hounslow

The Borough of Hounslow extends from Acton in the east, to the fringe of Heathrow in the west. The majority of the Borough is to the west of Gunnersbury Park. Hounslow Council's strategies which relate to the potential uses and development of the Park are considered below.

Hounslow Community Plan

Hounslow has a 3-year Community Plan (2007 -2010). This community plan has been developed by the Local Strategic Partnership, which includes members from both the public and private sectors in the community. Central to the Community Plan are 7 themes which are relevant to the 2017 vision of *"Building a Strong, Vibrant and United Community"*. These themes are:

- A Growing Community
- A Cleaner and Greener Community
- A Safer and Stronger Community
- A Healthy and Caring Community
- An Economically Active and Skilled Community
- A Children and Young People's Community
- A Creative Community

Of these mentioned themes the following are relevant to Gunnersbury Park; 'A Cleaner and Greener Community'; 'A Creative Community'; and 'A Children and Young People's Community'. These are explained below.

A Cleaner and Greener Community – As a public park, Gunnersbury has an opportunity to help make the Hounslow community greener. One of the 7 key objectives for the 'Cleaner and Greener' theme is to "Protect and enhance the Borough's parks, public open spaces, waterway and biodiversity". Protecting and enhancing Gunnersbury Park is, therefore, an objective of Hounslow's "Cleaner and Greener Community" theme.

A Creative Community – The Creative Community theme is particularly compatible with the various offerings of Gunnersbury Park. 4 of the 5 objectives of the theme have direct relation to the Park:

1. Enhance parks and open spaces to promote community safety, relaxation, active lifestyles, learning and free enjoyment for all
2. Promote arts, culture, libraries and play as a force for creativity, fun, learning, skills development and well-being
3. Enhance leisure and community sports provision in order to promote health and well-being in the community

4. Maintain and promote the Borough's cultural heritage and tourism potential.

A Children and Young People's Community – The main focus of this theme is to improve the welfare of the young people in the community. Included in this is the promotion of healthy and active lifestyle choices as one of the key objectives. Gunnersbury Park is a natural fit for encouraging young people to adopt healthy and active lifestyles with its open spaces and various sports facilities. Gunnersbury Park fits with each of the above mentioned objectives.

Hounslow Employment Development Plan Document

The Employment Development Plan Document (EDPD) presents the plan for the future use of land for employment uses in Hounslow. The primary theme in the report which relates to Gunnersbury Park is the fact that the Council will seek to sustain and enhance employment capacity through management and protection of strategic and locally significant locations for employment including town centres (Hounslow, Chiswick, Brentford and Feltham), key existing office locations and locally significant industrial sites across the Borough. Plans for new developments outside these areas have to demonstrate that they will meet a number of stringent criteria before being approved.

Sport and Leisure in Hounslow

All leisure centres and community halls in Hounslow are managed by Fusion Lifestyle on behalf of the Council. Fusion Lifestyle is a leisure trust and registered charity which also operates facilities in a number of other London Boroughs. A consultation programme is currently being undertaken to investigate proposals for the following facilities:

- Feltham Airparcs Hub
- Isleworth Hub
- Brentford Fountain Leisure Centre
- New Chiswick Pool

The management, running and booking of Hounslow Council's football and cricket pitches is undertaken by John Laing Integrated Services.

3.3 London Borough of Ealing

The Borough of Ealing extends to the north and west of Gunnersbury Park. Ealing Council's strategies which are relevant to the future use and development of the Park are considered below.

3.3.1 Ealing Community Strategy

The Community Strategy (2006 – 2016) is the foundation on which nearly all other Ealing plans and strategies are built. At the core of the Community Strategy is the following vision:

By 2016 Ealing will be a successful Borough at the heart of west London, where everyone has the opportunities to prosper and live fulfilling lives in communities that are safe, cohesive and engaged

The Cultural Strategy and the Corporate Plan (discussed in section 3.3.2) both involve goals and themes that are relevant to the Park. However, the Community Strategy sets out the vision for these more specific documents.

3.3.2 Ealing Cultural Strategy

Presently, Ealing Council has a 5-year cultural strategy plan (2007 – 2012). The Cultural Strategy is broadly defined as a framework that brings together individual service strategies and includes: arts and community centres; countryside and events; sports and physical activity; libraries and information; and adult learning. The Cultural Strategy is designed to fit into the wider Ealing Community Strategy. It outlines the 9 themes which Ealing Council considers to be particularly relevant over the 5-year period, as well as being important to the 2016 vision. 5 of these themes overlap with the themes of the Community Strategy (Environment and Culture, Safety, Children and Young People, Health and Independence, and Economy and Housing), illustrating the cohesiveness of many of the Council's strategies. The reasons why each theme is important to the Cultural Strategy are explained followed by details of what the Council plans to do. They include:

- Quality of Life (Environment, Housing and Culture)
- Safer Communities
- Health and Independence
- Economy
- Children and Young People
- Success through Partnerships
- Community Cohesion
- New and Improved Facilities
- London 2012 – Olympics and Para Olympic Games

Many of the above themes have direct relevance to Gunnersbury Park, particularly; 'Quality of Life', 'Children and Young People'; 'Community Cohesion'; and 'New and Improved Facilities'. These themes are explained in more detail below.

Quality of Life – 'Quality of Life' is a very far-reaching theme that encompasses arts programming, local history, safe and well used parks and open spaces, festivals and events, and sports and physical activity. All of these activities are represented at Gunnersbury Park, where local residents are daily users of the open spaces/parkland and sports facilities and can engage with local history. The Park is also home to the largest MELA in London, making it an important venue for festivals and events.

Children and Young People – 'Children and Young People' are regular users of Gunnersbury Park. This theme highlights the need for children and young people to be involved regularly in different mental and physical activities. Gunnersbury Park, with its sports clubs, playing fields and local history museum can help satisfy this theme by showing a commitment to improving the lives of children and young people.

Community Cohesion – ‘Community Cohesion’ is described as “social networks that enable communities to function collectively” and “shifting away from differences towards commonalities to combat segregation”. A venue such as Gunnersbury Park can easily work as a catalyst to bring the different peoples and cultures together with its wide offerings including sports and local history.

New and improved facilities – In the “New and improved facilities” theme there is a direct mention of Gunnersbury Park. Along with many other initiatives, Gunnersbury Park is part of a 3-year £19m earmarked scheme to help improve various library, park and sport facilities across the area. Specifically for Gunnersbury it says, “developments will include determining the future governance arrangements for Gunnersbury Park”. There is also mention of prioritising parks and open spaces in terms of development as well as finding sustainable uses.

3.3.3 Ealing Corporate Plan

The Corporate Plan (2008 – 2011) follows the framework established in the Community Strategy. This framework includes the different themes needed to achieve the overarching goal of a “successful Borough by 2016”. Five out of the 6 themes are synonymous with the Community Strategy (Environment and Culture, Safety, Children and Young People, Health and Independence and Economy and Housing), with the 6th being ‘Organisational Improvement’ instead of ‘Residents First’.

The following themes and the projects within the themes (projects that will help deliver the Council’s overall vision) will have either direct or indirect relevance to Gunnersbury Park:

Environment and Culture – Within the ‘Environment and Culture’ theme there is a ‘Heritage and Culture’ project which states that Ealing’s parks will “benefit from a £400,000 investment”. This investment includes “improving signs, entrances, paths, sports pitches, benches and bins”.

Children and Young People – This theme is very straight forward and looks to improve the lives of the younger generations of Ealing. Specifically, a project called ‘Ealing Youth Fund’ will look to improve facilities for 11 – 16 year olds within the Borough. The fund will be allocated £1million and the target age group will be consulted on how the money should be spent. Gunnersbury, with its sports facilities, could be defined as a location which 11 – 16 year olds frequently use.

3.3.4 Active Ealing

The Active Ealing team at Ealing Council is responsible for encouraging participation in sport and promoting healthy, active lifestyles in the area. In terms of sports facilities, Active Ealing has been involved in the delivery or is developing the following projects:

- Swift Road Outdoor Sports Centre
- Dormers Wells Leisure Centre
- Perivale Park Athletics Track
- Reynolds Sports Centre
- Hanwell School of Boxing
- Gurnell Leisure Centre
- Acton Swimming Baths
- Greenford Sports Centre

There are also long-term plans for a new leisure centre for Northolt and a 50-metre pool in Acton. It is also responsible for bookings for sports pitches in the Borough. In total the Council has almost 60 football and rugby pitches and 21 cricket pitches.

3.4 English Heritage

3.4.1 Introduction

English Heritage (EH) is the Government's statutory advisor on the historic environment in England. Its central aims are to:

- *Conserve and enhance the historic environment*
- *Broaden public access to heritage*
- *Increase people's understanding of the past*

EH is a significant stakeholder for Gunnelsbury Park due to the number of listed buildings, the inclusion of buildings on the Heritage at Risk register, and the potential funding it could provide. EH can also use its powers to issue Urgent Work Notices and Repairs Notices.

EH's London Advisory Committee visited Gunnelsbury in 2000 and is scheduled to revisit the Park in 2009. The London Advisory Committee provides expert advice to EH.

3.4.2 Repair Grants – Historic Buildings, Monuments and Designed Landscapes

English Heritage operates a grants scheme for the repair and conservation of significant historic buildings, monuments and designed landscapes. Grants are largely offered for urgent repairs or other work required to be undertaken within two years to prevent loss or damage to heritage. An application for a grant for works at Gunnelsbury Park would be assessed against the following national and regional funding priorities of English Heritage:

National Priorities

- *Significant elements of the historic environment at risk*
- *Proposals that seek to strengthen the ability of the sector to manage the historic environment*

London Region Priorities

- *Buildings, monuments and designed landscapes at risk*
- *Project development work*

- *Capacity building*
- *Partnership working*
- *Management agreements*
- *Public realm work*

To be eligible projects must normally involve one of the following:

- *A building listed at grade I or II**
- *A scheduled monument*
- *A designed landscape that is included in the Register of Parks*
- *Gardens at grade I or II**

English Heritage also states, however:

Exceptionally, we may offer grants to projects that are within a conservation area or a London Borough and involve one of the following:

- *A building listed at grade II*
- *An unlisted building of significant historic or architectural merit*
- *A designed landscape that is included in our Register of Parks and Gardens at grade II*
- *Public realm work of historic importance*

3.5 Heritage Lottery Fund

3.5.1 Introduction

Over the past decade or so one of the most significant funders of heritage projects across the UK has been the Heritage Lottery Fund (HLF). Since its formation HLF has awarded grants totalling over £4 billion to over 26,000 projects. The main aims of the HLF are:

1. *Conserving the UK's diverse heritage for present and future generations to experience and enjoy*
2. *Enabling more people and a wider range of people to take an active part in and make decisions about their heritage*
3. *Enabling people to learn about their own and others' heritage*

The main HLF programmes are:

- *Heritage Grants – for grants of £50,000 and over*
- *Your Heritage – for grants from £3,000 to £50,000*

HLF also has a series of targeted initiatives are:

- Townscape Heritage Initiative
- Parks for People
- Repair Grants for Places of Worship
- Landscape Partnerships
- Young roots

The programmes which are most relevant to the development of Gunnersbury Park are Heritage Grants and Parks for People. These are considered below.

Heritage Grants

This programme offers grants of £50,000 or more to organisations which aim to look after and enhance the UK's heritage; to increase involvement in heritage activities; and to improve access to and enjoyment of heritage.

Parks for People

Under this programme HLF offers grants of between £250,000 and £5 million for projects involving urban or rural green spaces designed for informal recreation and enjoyment. To qualify for this funding scheme the area must satisfy the following:

- *An existing designed urban or rural green space, the main purpose of which is for informal recreation and enjoyment.*
- *It includes parks, gardens, squares, walks and promenades.*

The HLF prioritises parks for funding based on the following:

- *The community values the park as part of their heritage*
- *The parks meets local social, economic and environmental needs*
- *The park actively involves local people.*

The outcomes which projects should aim to achieve are:

- *Increasing the range of audiences*
- *Conserving and improving the heritage value*
- *Increasing the range of volunteers involved*
- *Increasing knowledge and skills*
- *Improving management and maintenance*

Under the scheme there are two closing dates for applications each year, 28 February and 31 August with decisions arrived at in June and December respectively.

3.6 Friends of Gunnersbury Park and Museum

The Friends of Gunnersbury Park and Museum was formed in 1980 to prevent an office block being built at the Stable blocks in Gunnersbury Park. The group's aim is the preservation and restoration of Gunnersbury Park and Museum. A quarterly newsletter is published to keep members in touch with what's going on at Gunnersbury. Membership is £5 annually.

3.7 Gunnersbury Park Covenant Group

Gunnersbury Park Covenant Group was setup for the residents, or any other interested parties, near the Park, who have the covenant in their deeds pertaining to Gunnersbury Park. This covenant was originally given by the Rothschild family in 1925 and its purpose is to help protect the Park.

3.8 John Laing Integrated Services

John Laing Integrated Services (JLIS) is a leading facilities management business. It provides a full suite of operational services to public and private sector clients, spanning education, rail, police, housing, health and waste. The business was established in 2000 to support the growing Public Private Partnership market and, currently, employs over 400 people.

JLIS took over as Managing Agents for Hounslow Parks from CIP in June 2008. JLIS runs Gunnersbury Park's Management contract, which includes grass cutting, horticulture, arboriculture, sports in parks, pitches and facilities maintenance, parks management and improvement schemes, and community development and engagement. They have appointed Continental Landscapes to carry out grounds maintenance.

JLIS has the contract for Gunnersbury Park for 3 years with an option to extend beyond that period by agreement. Under a separate 10 year contract, they are responsible for all parks and libraries in Hounslow.

JLIS's priority is to restore quality maintenance on the site and this could include the reinstatement of the Japanese garden near the Stable blocks. It believes the museum, in its current form, has no clear identity, however, it is their intention to involve their archivist to help catalogue the collections to identify what is of value. Subsequently, there is the desire to apply for MLA accreditation. Should the museum not remain at Gunnersbury Park, they believe it could be possible to take the best items for display in libraries and other Council locations across the Borough. The costume collection is considered valuable and local students often interact with it.

The role of J LIS is to maintain the heritage buildings. Emergency repairs are the responsibility of the London Borough of Hounslow, Property Service.

The Orangery has been identified by J LIS as their first priority with the possibility to hire it out as community space for which it is believed that there is demand. The prioritisation is based on the market assessment and not on heritage value or repair needs.

There is, also, strong demand for filming on the site. RealFilms has a contract with the London Borough of Hounslow to negotiate film locations.

3.9 Site User Organisations

The current operations and aspirations of the organisations which operate in and from Gunnersbury Park are described below.

Capel Manor Horticultural College

The Walled Garden is let to Capel Manor Horticultural College and the current lease runs to 2019. Capel Manor provides a range of horticultural training and has grown significantly over the last few years. It is one of the most popular and high profile centres of its type in the country. Students have access to the practical facilities within the College's walled garden. The centre provides a library, computer suite, classrooms and student social area. Arboriculture courses use the facilities and surroundings of Horsenden Farm and the animal facilities at Brent Lodge Park Animal Centre.

Greenscene

Greenscene lease part of the Walled Garden site. The business is part of Personnel Hygiene Services Ltd (PHS), the workplace service provider. Greenscene supply exterior landscaping, including hanging baskets, council street baskets and grounds maintenance, interior landscaping and Christmas Tree hire. Greenscene primarily use the Gunnersbury Park site as a distribution depot for West London. The main activity of Greenscene at Gunnersbury Park is vehicle movements in and out. Approximately 60 staff work from the site. The lease is due to expire in 2016.

Café

The Café is, currently, let to Catering Services (GB) Ltd. There are issues with the building and it needs work to the fabric and has no toilets.

Pitch and Putt

The Pitch and Putt Course is, currently, let to Croydon Golf Limited.

Bowls Club

The Bowls Club is let to Gunnersbury Park Bowls Club founded in 1931. Approximately 10 years ago the club took responsibility for the upkeep of the green and building. A team of six volunteers keep the green to a high standard and have carried out redecoration of the clubhouse including a new kitchen.

The Potomac Lake

The Potomac Lake was previously let to a fishing club. In 2005, the arrangements for its management were terminated and the lake and its surroundings have since deteriorated.



The Mela

London Mela is a major free festival celebrating Asian arts, culture and creativity. With activities for all communities and all generations, the London Mela includes a variety of stages and zones:

- Main stage, in association with the BBC Asian Network, featuring upcoming and established British Asian talent and international artists
- London Flavas stage
- Community Cabaret stage
- Indo-electronica stage
- Heritage Maidaan, with performances from some of the country's most respected classical Indian musicians
- BBC Asian Network Mix Tent - the hottest new Brit-Asian sounds
- Magic Mela, an interactive area for children and all the family
- Market, with food and crafts from all corners of the globe

The London Mela has grown to be regarded, nationally and internationally, as the most significant event of its kind. It has been held at Gunnersbury Park for the last 6 years and attracted 75,000 people in 2008.



It is supported by the Mayor of London and received funding from his office. The Mayor's office considers that the planning for the Mela is a model of best practice and the organisers have been asked to advise on other events. The Mela would like to see improvements to services (water and power) and access points at Gunnersbury.

3.10 Summary

Gunnersbury Park is not merely a public park for formal and informal recreation. The current facilities mean that it has the potential to meet the needs of many local residents through the provision of a variety of cultural, sporting, and heritage activities. The location means that it is accessible to many, its scale is such that it can accommodate a variety of events, or be available for a single major temporary event.

The options appraisal considers the nature and extent of provision to continue or extend the current use.

4.0 DEVELOPMENT OF OPTIONS AND SCENARIOS

4.1 Introduction

This section considers both the long-list and short-listed options. The long-list was informed by the review of current and previous uses, consideration of the development opportunities and constraints, and the ideas and suggestions provided during the various stakeholder consultations. This section considers the potential uses of the key assets in Gunnersbury Park.

4.2 Development of the Long List of Options

The long-list of options has considered each of the assets in the Park and assessed the potential uses for each one in turn. The long-list process has also considered the current commercial activities on the site, the potential for future commercial activities and identified potential opportunities for enabling development within the Park's boundaries.

The options have been created through consideration of the market analysis and a stakeholder consultation process (See Appendix A). The options have been analysed and the benefits and uncertainties of each option identified.

The long-list of options has been reviewed and a preliminary assessment made to ascertain the most appropriate uses taking into account the vision, aims and objectives and the views and aspirations of the various stakeholder groups and current users. These options have been assembled to create a series of scenarios that have been investigated in further detail to identify a preferred scenario. These scenarios have been presented to and agreed with the Gunnersbury Park Regeneration Board.

4.3 Development Scenarios

4.3.1 Introduction

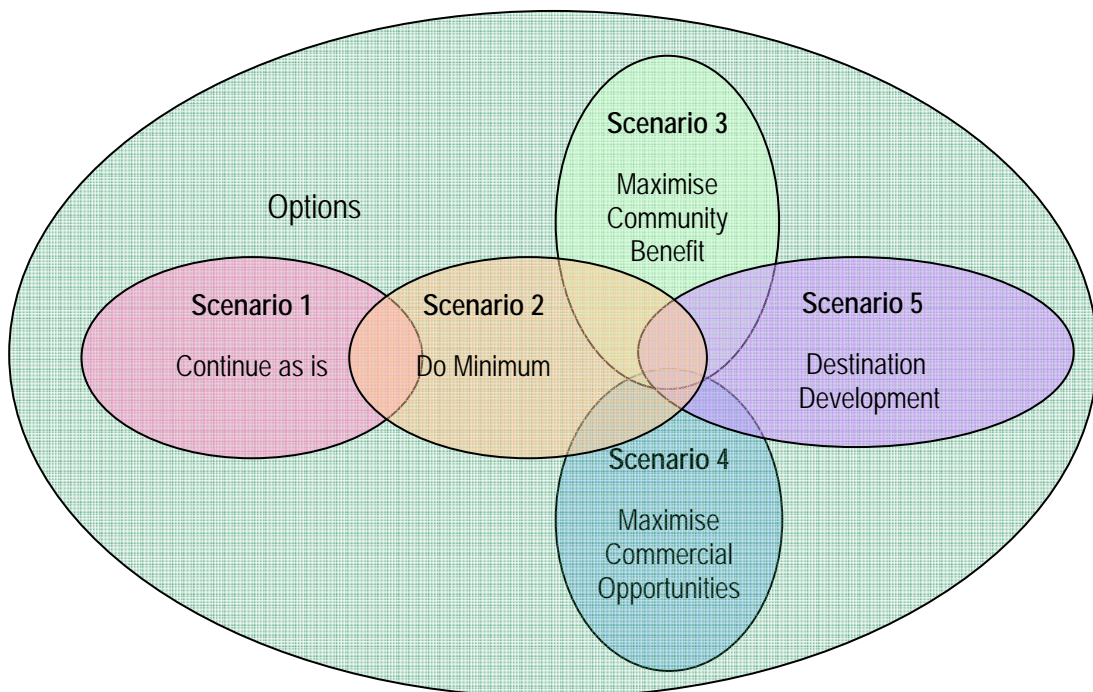
The ambition for the Park covers a wide spectrum of users and beneficiaries and, as a consequence, the developments required to meet the needs of these users varies accordingly. The more ambitious any project for the Park is, the wider the reach of the Park will be, however, the level of investment required is also likely to be greater.

At one end of the spectrum of scenarios is a 'do-nothing' scenario that would maintain the status quo. The obvious impact of such a scenario would be that the condition of the current heritage assets would continue to deteriorate with little or no improvement to the Park's infrastructure. At the other end of the spectrum is a scenario which would encompass a highly interventionist approach creating both a significant regional destination that would require development of the Park's infrastructure and attractions and involve considerable investment.

Having analysed the long list of potential options for Gunnersbury Park we prepared a series of development scenarios which contain a variety of options for the site. These scenarios are:

- Continue as is (Do-nothing)
- Do-minimum
- Maximise community benefit
- Maximise commercial opportunities
- Destination development

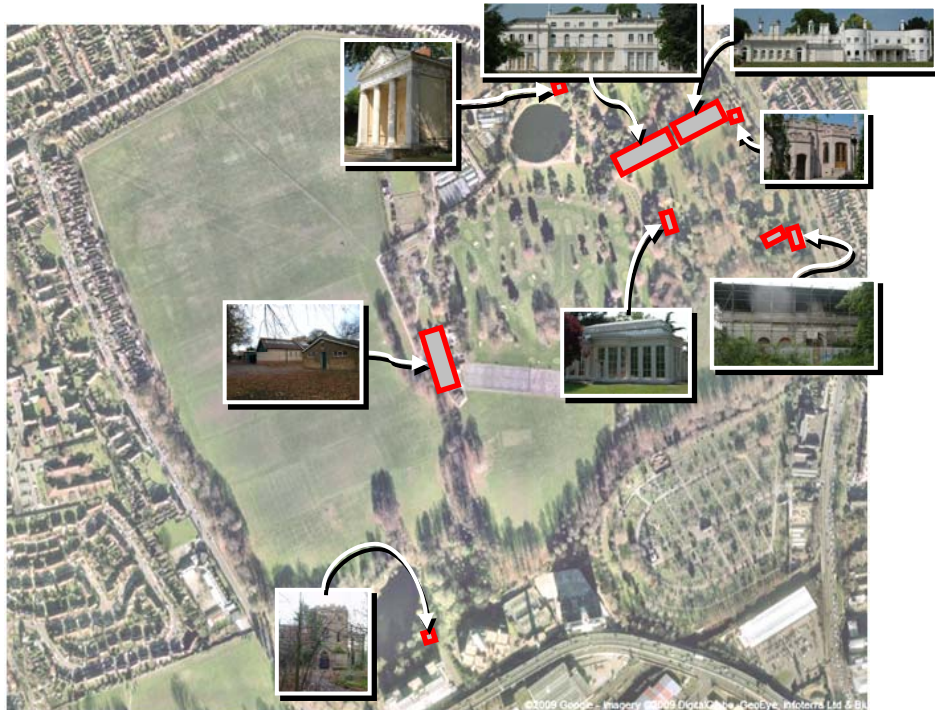
The scenarios consider a range and a variety of interventions which produce a number of different outputs and outcomes.



The scenarios have been used to narrow further the potential options for Gunnersbury Park.

4.3.2 Continue as is

The following map highlights the main assets addressed in the 'Continue as is' scenario.



No new use

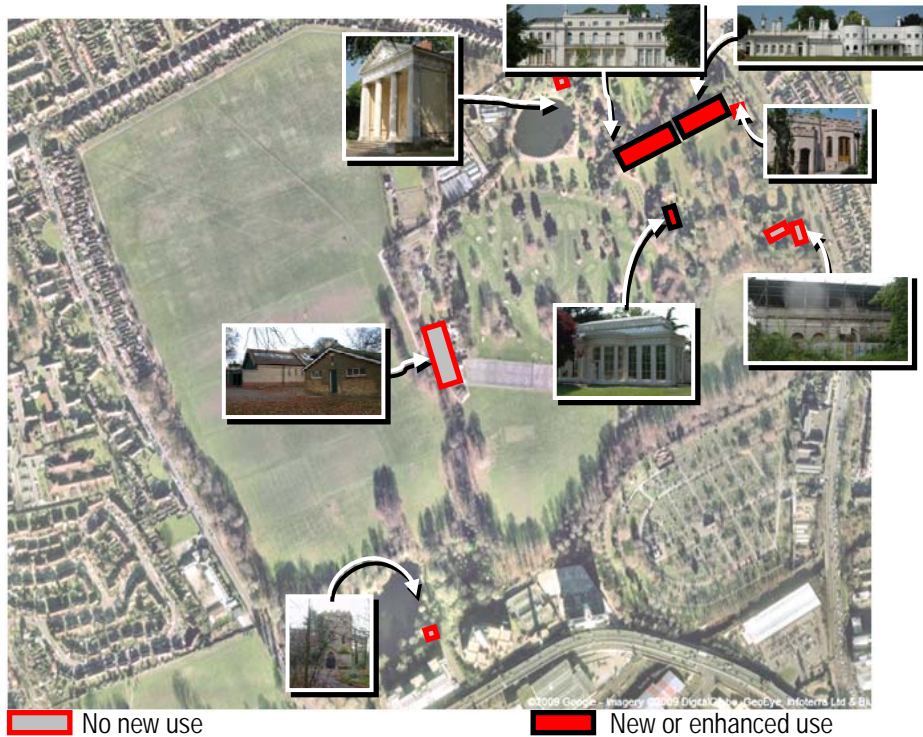
This scenario would entail operating and maintaining Gunnersbury Park as at present. Existing contractual arrangements would be upheld including rental arrangements with tenants and commercial operators and the maintenance contract with John Laing Integrated Services would continue with a review at the end of their three year contractual period. The consequence would be the continued deterioration of the heritage assets with only minor and emergency repairs being addressed and there would be no scope for investing in any significant conservation of the assets. Without any capital investment there would be little improvement of the landscape, paths and signage and, as a result, visitors to the Park may decline.

It should be noted that this scenario is not a no-cost option. The continuing deterioration of the heritage assets would require increasing levels of expenditure merely to ensure their survival. With 12 of the heritage assets on the Buildings at Risk register there is the additional risk of English Heritage imposing an enforcement order in the form of an Urgent Works Notice or Repairs Notice, either of which would compel the Councils to act to protect the relevant building. This scenario would not meet the objective of ensuring the long-term future of all the heritage assets on the site.

This option provides a valuable baseline against which to assess the costs and benefits of each of the other scenarios.

4.3.3 Do-minimum

The proposed interventions in the 'do minimum' scenario are demonstrated in the following map and explained in the accompanying text.



The 'do-minimum' scenario would, primarily, entail securing the long-term future of the Large and Small Mansion Houses. In the Large Mansion House, this would encompass a review and enhancement of the existing museum facility in the same location. The review would involve an audit of the current museum collection to assess the potential for enhancing the displays. The current displays would be refreshed and a series of temporary exhibitions would be re-introduced. The Victorian kitchen would continue to function as an education facility.

The Small Mansion House would be converted to conference and function space. This accommodation would allow the hosting of events (both civic and private) and the provision of meeting space. Wedding receptions would be an important activity with the option of the wedding ceremony taking place in a refurbished and upgraded Orangery.

An enhanced museum would encourage new visitors to the site as well as providing an improved educational experience for school visitors. The exhibition and function space would create a new revenue stream which could be used to further enhance the Park's facilities and ensure a more sustainable maintenance regime could be initiated.

In order to encourage more people to make use of the sports pitches, the changing rooms adjacent to the Model Farm would be refurbished to modern standards. This scenario would not make

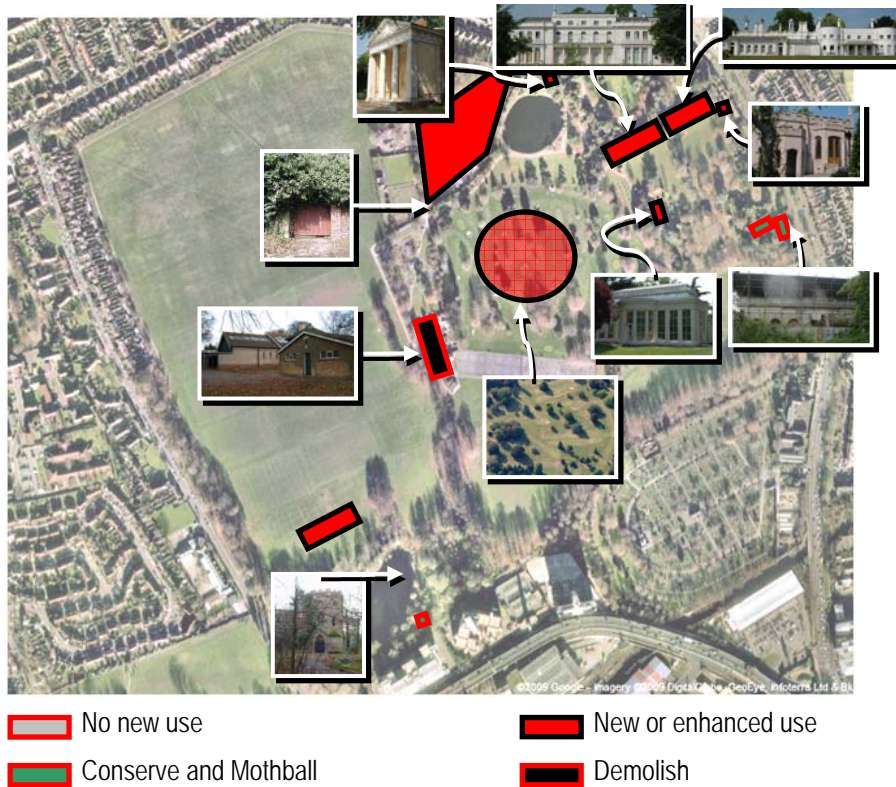
improvements to the Stable blocks or any of the other heritage items and, as a result, would not meet the objective of ensuring the long-term future of all the heritage assets on the site.

The following table summarises this scenario:

TABLE 4.1 DO MINIMUM INTERVENTIONS	
Large Mansion House	<ul style="list-style-type: none"> • Review and enhancement of the existing museum facility • Audit of the current museum collection to assess the potential for enhancing the displays. • Current displays refreshed and a system of rotating exhibitions would be introduced • Victorian kitchen retained as an education facility
Small Mansion House	<ul style="list-style-type: none"> • Convert to conference, function space and meeting space • Revenue stream to further enhance the Parks facilities
Stable blocks	<ul style="list-style-type: none"> • No change
Walled Garden	<ul style="list-style-type: none"> • No change
Orangery	<ul style="list-style-type: none"> • Refurbish for wedding ceremonies
Sports	<ul style="list-style-type: none"> • No change
Other	<ul style="list-style-type: none"> • No change

4.3.4 Maximise community benefit

The proposed interventions in the 'maximise community benefit' scenario are demonstrated in the following map and explained in the accompanying text.



The scenario would maximise the public use of the Park and the heritage assets contained within. The biggest change would be that the museum would be relocated to the ground floor of the Small Mansion House. The upper floors would be converted to museum storage space (off site storage may also be required to accommodate the museum collections). The ground floor of the Large Mansion House would be converted to accommodate a restaurant with function, event and conference space. The Victorian kitchen would be retained as an educational facility in association with the museum in the Small Mansion House. The upper floors would be converted to short-term holiday accommodation which could be let in conjunction with events and functions taking place in the Park. These functions would ensure the long-term sustainable future of the Mansion House and would generate revenue for other areas of the Park. A programme of events would be organised to ensure regular use of the facilities.

Under this scenario, there would be limited conservation work on the Stable blocks to secure and protect them from the elements. This would be a minimum intervention that would not put the Stable blocks to any use but would secure the heritage until such times as funds are available and/or a suitable use is found. A similar approach would be made with the Potomac Tower to ensure its future survival.

The Orangery and the Temple would be converted to a classroom that could also be used as function space in order to maximise the educational offering on site and to ensure that the assets are used as much as possible. A similar exercise would be applied to the Bath House.

Capel Manor would be encouraged to expand into the area currently occupied by Greenscene in return for their greater participation in the upkeep and development of the Park's landscape and for allowing public access to the Walled Garden. This assumes that Greenscene would be relocated by agreement.

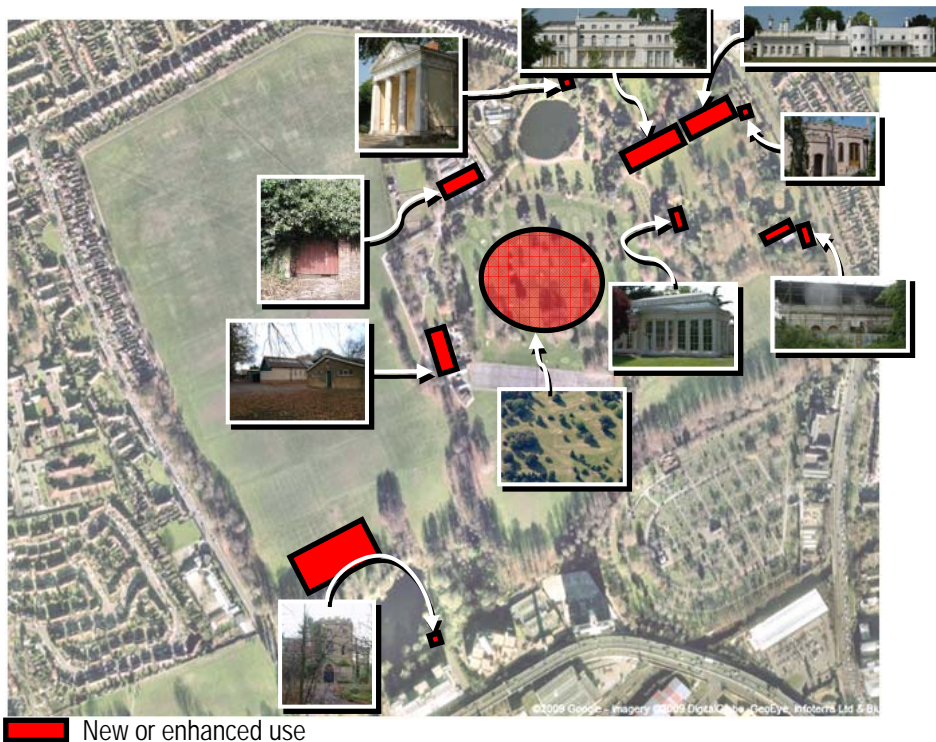
The proposal for a 'Sports Hub' would be developed to the north of the Potomac Lake with a condition that the facility would make a contribution to the enhancement of the environment surrounding the lake and the introduction of such features as a Trim Track and providing facilities for anglers on the Potomac Lake.

Landscaping activities would include converting the pitch and putt area in the centre of the Park to landscaped grounds, increasing the public access to this area of the Park. The following table summarises this scenario:

TABLE 4.2 MAXIMISE COMMUNITY BENEFIT	
Large Mansion House	<ul style="list-style-type: none"> • Convert to accommodate restaurant with function, event and conference space • Victorian kitchen retained as an educational facility in association with the museum • Upper floors converted to on-site staff accommodation • Programme of events organised to ensure regular use of the facilities
Small Mansion House	<ul style="list-style-type: none"> • Museum relocated to the ground floor • Museum storage moved to renovated East Lodge site <p style="text-align: center;">or</p> <ul style="list-style-type: none"> • moved to Stable blocks
Stable blocks	<ul style="list-style-type: none"> • Limited conservation work on the Stable blocks and Potomac Tower to secure and protect them from the elements
Walled Garden	<ul style="list-style-type: none"> • Capel Manor to take over entire Walled Garden
Orangery	<ul style="list-style-type: none"> • Convert to educational classroom that could double up as function space
Sports	<ul style="list-style-type: none"> • Sports hub developed north of Potomac Lake • Enhancement of the environment surrounding the lake • Introduction of features such as a Trim Track • Provide facilities for anglers
Other	<ul style="list-style-type: none"> • Bath House and Temple converted to educational classroom • Return pitch and putt area to landscaped grounds

4.3.5 Maximise commercial opportunities

The proposed interventions in the 'maximise commercial opportunities' scenario are demonstrated in the following map and explained in the accompanying text.



This scenario demonstrates a wholly commercial approach to the Park in order to generate the maximum revenue from its assets.

The Large Mansion House would be leased to a developer/operator for use as a hotel, residential apartments, office accommodation (either private or council) or a private school or college. A similar exercise would be carried out on the Small Mansion House. These developments may require the creation of new build construction to provide the necessary scale of accommodation. The properties would be leased on a long-term basis and a developer would require a lease of at least 125 years. This would provide a long-term source of revenue for the Park and transfer responsibility for the repair and maintenance of these heritage assets to new occupiers. The consequence of this approach would be that the public would lose some or all of the access to these heritage assets.

The Stable blocks would be developed as holiday accommodation and whilst this approach would conserve the buildings, the public would lose access to them.

The Orangery would be converted into a restaurant with the addition of kitchens and services to the rear of the existing structure.

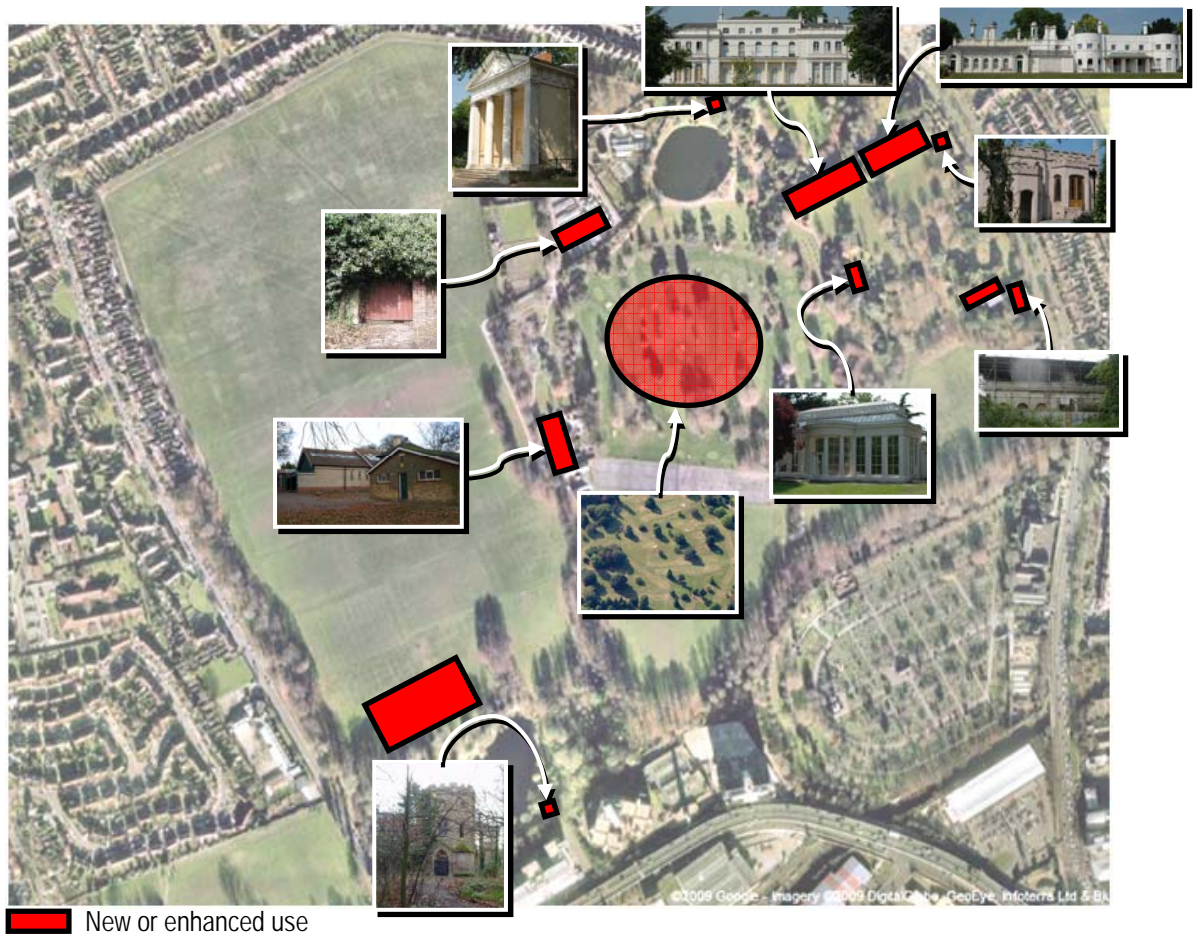
Capel Manor Horticultural College has expressed an interest in restoring the Model Farm to its original purpose, creating a children’s zoo which would charge admission. Similarly, the Tropical Forest facility, currently at Syon House, has expressed a desire to relocate its operation to Gunnersbury Park and has indicated that the Walled Garden would be a preferred location. This would provide a further paying visitor attraction and another source of rental income for the Park.

On the sporting side, a more ambitious Sports Hub would be created to include a private leisure centre incorporating a gym and swimming pool facilities. The proximity to the office developments on the ‘Golden Mile’ could attract a regular clientele. The following table summarises this scenario:

TABLE 4.3 MAXIMISE COMMERCIAL OPPORTUNITIES INTERVENTIONS	
Large Mansion House Small Mansion House	<ul style="list-style-type: none"> • Lease to a developer/operator for use as a hotel, residential apartments, office accommodation (either private or council) or a private school or college • May require the creation of new build construction to provide the necessary scale of development • Leased on a long-term basis • Provide a long-term source of revenue for the Park and transfer responsibility for the repair and maintenance of these heritage assets to new occupiers • Public would lose some or all of its access to these heritage assets
Stable blocks	<ul style="list-style-type: none"> • Develop as holiday accommodation • Buildings conserved • Public would lose access
Walled Garden	<ul style="list-style-type: none"> • Tropical Forest relocated to Walled Garden • Provide a paying visitor attraction • Source of rental income
Orangery	<ul style="list-style-type: none"> • Convert to a restaurant • Addition of kitchens and services to the rear
Sports	<ul style="list-style-type: none"> • Sports Hub to include a private leisure centre • Incorporating a gym and swimming pool facilities
Other	<ul style="list-style-type: none"> • Restore Model Farm to create a children’s zoo with admission charge

4.3.6 Destination Development

The proposed interventions in the 'destination development' scenario are demonstrated in the following map and explained in the accompanying text.



The scenario would pursue the aspiration to make Gunnersbury Park a regional destination attracting visitors from outwith the local area. This would involve providing a number of visitor attractions and the necessary facilities to service visitor demands.

The museum would continue in the Large Mansion House but would be upgraded to become a Museum of West Middlesex and include both upgraded temporary exhibition facilities and permanent galleries. The Small Mansion House would be converted into a restaurant with supporting function and event spaces.

The Stable blocks would be renovated to provide a gallery and the Orangery would be developed as a quality tearoom.

Similar development to these included in the previous option would be carried out at the Model Farm and the Walled Garden as well as replicating the Leisure centre model with the associated improvements to the Potomac lake area.

The following table summarises this scenario:

TABLE 4.4	
DESTINATION DEVELOPMENT INTERVENTIONS	
Large Mansion House	<ul style="list-style-type: none"> • Upgrade to Museum of West Middlesex • Encompass both upgraded temporary exhibition facilities and permanent galleries
Small Mansion House	<ul style="list-style-type: none"> • Convert into a restaurant • Supporting function and event spaces
Stable blocks	<ul style="list-style-type: none"> • Renovate to provide an arts gallery
Walled Garden	<ul style="list-style-type: none"> • Tropical Forest relocated to Walled Garden • Provide a paying visitor attraction • Source of rental income
Orangery	<ul style="list-style-type: none"> • Develop as a quality tearoom
Sports	<ul style="list-style-type: none"> • Sports hub
Other	<ul style="list-style-type: none"> • Restore Model Farm to create a children's zoo with admission charge • Return pitch and putt area to landscaped grounds

4.4 Options for Key Assets

The scenarios presented above highlight a number of potential uses for the key assets in Gunnelsbury Park. Each of these uses is examined in more detail in the following section.

5.0 APPRAISAL OF DEVELOPMENT SCENARIOS

5.1 Introduction

A critical factor in the analysis of the scenarios for Gunnelsbury Park is the recommendations made in the Conservation Management Plan. The plan set out a vision for the Park as follows:

A sustainable high quality park with varied uses, which serves the local community and the region whilst respecting, enhancing and interpreting its historic framework and fabric.

It also identified the following relevant action points:

- *Carry out works to building at risk, to stabilise their condition and commission feasibility studies to determine sustainable use;*
- *Commission a feasibility study for the location of Gunnelsbury Park Museum;*
- *Complete the Sports Hub feasibility study;*
- *Finalise and adopt a Masterplan; and*
- *Investigate alternative sources of public and private funding to implement the Conservation Management Plan and Masterplan.*

The key to the success of a heritage-based project is finding the right use, or mix of uses, appropriate to the heritage assets. It is important, therefore, that scenarios are both sustainable and deliverable. The following assessment criteria and considerations have been used to evaluate the proposed scenarios:

Deliverability

- Meets Aims and Objectives – the ability to meet strategic objectives, vision and aims
- Heritage Impact – a measure of the impact of changes to the character, fabric and layout of the building or asset
- Public Benefit – meets the needs of the public and other key stakeholders
- Capital Costs and Funding– the project costs required to achieve the option can be funded from public funds, private grant funding or from enabling development
- Legal, Planning and Listed Building Consent - likelihood of being granted various permissions

Sustainability

- User Market Demand – fulfils a market requirement and is sufficiently differentiated from competitors offerings
- Financially Viable – the potential to generate income and ensure long-term operational financial stability
- Risk – political, social, construction and financial risks

The operating costs, charges and potential income streams for each of the scenarios described in these sections are considered from the perspective of the London Boroughs of Hounslow and Ealing. Where

scenarios include the involvement of an external developer or operator, we would expect that any additional costs or charges would be absorbed as part of their operation of the facility.

5.2 Heritage Impact

Gunnersbury Park is clearly a cultural asset of national importance that deserves to be widely recognised and cherished as such. It has developed into its current form over many years and each of these layers of historical development is evident in its present form. Many of these layers are key to the Park's significance and it is not appropriate therefore to restore the Park to a particular period. Future development should aim to enhance and reveal these layers whilst removing detrimental elements and uses which do not contribute to the overall significance of the Park.

This conservation strategy would suggest that it is possible to enhance historical relationships between the buildings, structures and designed landscape and support new uses in a contemporary manner that respects the past but, where appropriate, does not necessarily replicate it.

The cultural significance of the built heritage in the Park, that is the qualities of a place that help us understand the past, enrich our present lives, and will be of value to future generations, is based on its:

- History
- The architectural merit of individual buildings and monuments
- The architectural merit of buildings and monuments as a group
- Inter-relationships between buildings, monuments and the designed landscape

Nine of the buildings and structures are on English Heritage's Buildings at Risk Register and all the buildings have lost their original purpose. Sustainable new uses, therefore, must be identified to protect each building's long-term future. Change is a necessity but that change must be managed to ensure the significance of each building, their group significance, and their relationship to the designed landscape is revealed, maintained and enhanced.

In considering the appropriateness of new uses in conservation terms, the following key criteria have been used to assess the scenarios:

- The impact of the new use on the building's significance
- The impact of the new use on the Park's significance as a whole
- The degree to which a proposed new use requires alteration of significant historic fabric
- The degree to which public accessibility is enhanced
- The degree to which the relationship between the building and the others in its group and the surrounding designed landscape is enhanced.
- The degree to which the use of one building is complementary with the use of others
- Compliance with statutory legislation

The following table summarises the most significant proposed changes to key assets in the Park as a result of the scenarios development. The subsequent sections considers each of these assets in turn. Further details of the conservation approach and heritage impact assessment is provided in Appendix F.

**TABLE 5.1
SCENARIO SUMMARIES**

Scenario	Large Mansion House (Museum)	Small Mansion House	Stable blocks	Walled Garden	Orangery	Sports
Continue as is (Do-nothing)	No change. (audit of museum collections)	No change.				
Do-minimum	Enhance museum.	Convert to exhibition/ conference/ function space.	No change.	No change.	Refurbish for wedding ceremonies.	Refurbish changing rooms at Model farm.
Maximise community benefit	Ground floor converted to restaurant with exhibition/ conference/ function space. Upper floors converted to holiday lets.	Relocate museum. Upper floors as storage.	Mothball.	Capel Manor to take over entire Walled garden.	Convert to educational classrooms.	Sports hub developed north of Potomac Lake.
Maximise commercial opportunities	Leased to developer for use as hotel, office, residential or school. Museum collections moved off site.		Holiday lets.	To include the relocated Tropical Forest.	Convert to restaurant.	Sports Hub including a private leisure centre.
Destination development	Upgrade to Museum of Middlesex. Exhibition facilities.	Convert to restaurant with function and event space.	Arts galley.	To include the relocated Tropical Forest.	Convert to quality tearoom.	Sports Hub including a private leisure centre.

5.3 Large Mansion House

5.3.1 Introduction

As one of the prime assets in Gunnersbury Park, finding a positive, sustainable use for the Large Mansion House (Gunnersbury Park House) will be pivotal to the future success of the Park.

The house was originally built as a two storey classical stucco country house. A conservatory, further accommodation to the west and a three storey centre were added at a later stage. Further improvements were made comprising the addition of wings to the main building, an entrance hall, a salon and a dining room. The principal rooms are modelled in 18th century French style with neo-classical ceiling paintings.

The upper floors have been converted into office space for the management team and a number of tenanted flats, originally intended to accommodate Park staff.

The mansion, currently, houses the Gunnersbury Park Museum which displays the history of the Ealing and Hounslow Boroughs in a range of exhibitions. Gunnersbury Park Museum was established in Gunnersbury Park House when the Park was brought into public ownership. There is a considerable range of archaeologically excavated material from sites across the two Boroughs including medieval pottery and a large collection of Penn tiles from Northolt Manor; production waste from the medieval south Hertfordshire-type greyware kilns at Pinner; Roman, medieval and later pottery and glass from various sites in Brentford High Street; 18th- to 19th-century redwares from the Brentford kilns; and various finds from Chiswick.

Museum acquisitions and collections include numerous local history commemorative vessels and a large number of items of pharmaceutical glass and pottery donated by local pharmacists, amongst which are several decorated tin-glazed ware drug jars.

A major collection of Chinese armorial porcelain donated to the museum is housed in the archive, including plates, teabowls and cups, saucers, teapots, serving dishes, tureens, jugs and bowls. A large punch bowl finely painted in famille rose colours originally came from a public house in Acton. Some items are currently on display, although the bulk of the collections are stored in the archive.

The museum also provides a programme of schools' workshops, provides tours and talks and each year stages special events for children and adults.

5.3.2 Potential Future Uses

The potential uses for the Large Mansion House are:

- Enhanced museum
- Exhibition/function space with restaurant
- Lease to developer
- Upgrade museum

5.3.3 Deliverability

Heritage Impact

Leasing of the Large Mansion to a developer for a commercial use would be a poor heritage outcome as public access would be lost and the adaptation of the mansion would be required for most commercial uses. Museum uses would be an acceptable heritage outcome as public access is maintained and the museum design could be improved to work better with the architecture of the Large Mansion. Exhibition/ function use would be a good Heritage outcome as this is close to the original purpose of the building.

- **Enhanced Museum** - Use of the Large Mansion as an enhanced museum would be an acceptable heritage outcome. Public access to the Large Mansion would be maintained and there would be considerable scope for improving the exhibits and developing synergies with the architecture. The Large Mansion's Victorian kitchens would form part of the exhibits.
- **Exhibition/ Function Space** - Use of the Large Mansion as exhibition and function space would be an acceptable or good heritage outcome. Public access would be maintained and depending on how the main function rooms are used the Large Mansion could be used in a way close to that originally intended.
- **Lease to Developer** - Lease of the Large Mansion to a developer is a poor Heritage outcome as public access is lost and use of the building could be at odds to the original purpose. Likely accommodation of the various commercial uses would require alterations to the building that may affect the historical detail.
- **Upgraded Museum** - Use of the Large Mansion as an upgraded museum could be acceptable. Public access would be maintained and the exhibits could be designed to work with the architecture.

Public benefit

Enhancing or upgrading the museum would ensure long-term public access and secure the heritage of the Large Mansion House. The enhanced visitor offering would encourage more and repeat visits to the museum. Maintaining the Victorian kitchen would ensure that an educational audience would be catered for.

Converting the mansion to exhibition, function and restaurant space would, also, achieve the same benefits, albeit to a lesser degree as the public would have limited access during private hire of function suites.

Leasing the house to a developer would severely diminish any public access and, in fact, the public could lose access to the surrounding grounds if these were to be transferred as part of a lease agreement.

Capital Costs

The following table describes the capital costs for each of the proposed options for the Large Mansion House:

	Total	Fees	Total Costs
No Change	£0	£0	£0
Enhance museum	£8,250,000	£2,062,500	£10,312,500
Exhibition function Space	£6,330,000	£1,582,500	£7,912,500
Lease to developer	£0	£0	£0
Upgrade museum	£8,890,000	£2,222,500	£11,112,500
Note 1: Assume developer meets costs			

Costs for are based on £2,000 per square metre for conservation and repair. To enhance the museum, fit-out costs are estimated at £1,500 per square metre and £2,000 for the upgraded museum. Fees are estimated at 25% of construction costs. The following table indicates the approximate usable floor areas of the Large Mansion House:

Floor	Floorspace (m ²)
Ground Floor	1,280
First Floor	960
Second Floor	575
Basement	350
Total	3,165

Planning and Listed Building Consent

Planning policy is guided by the Metropolitan Open Land Act, which requires that future uses of the Park buildings are related to Park or recreational use. This means that options for leasing the buildings to a developer would be unlikely to be acceptable to either the Planning Authority or English Heritage. Museum uses continue the existing use and would be acceptable. Use as an exhibition/function space would be closer to the original purpose of the Large Mansion, and are likely to be acceptable in principle to the Planning Authority and English Heritage. Approval will depend on the detail of any application.

- **Enhanced Museum** – Use of the Large Mansion for an enhanced museum is likely to be acceptable in principle to the Planning Authority or English Heritage. Consideration would be required on the change of use of the upper floors from residential to an auxiliary museum function.

- **Exhibition or Function Space** – Use of the Large Mansion for exhibition or function space is likely to be acceptable in principle to the Planning Authority or English Heritage. Function use may attract more vehicles and a traffic impact assessment would be required to determine the amount of on-site parking that would have to be provided and whether it would be permissible.
- **Lease to Developer** – Lease of the Large Mansion to a developer is unlikely to be acceptable to the Planning Authority or English Heritage. A change of use will be required and depending on the intended use there will be alterations, which may be detrimental to the architecture.
- **Upgraded Museum** – Use of the Large Mansion for an upgraded museum is likely to be acceptable in principle to the Planning Authority and English Heritage. Consideration would be required on the change of use of upper floors from residential to an auxiliary Museum function. Approval will depend on detail of any an application.

5.3.5 Sustainability

Market demand

In spite of the modest offering, the museum at Gunnorsbury Park is a popular attraction and attracts 27,000 visitors annually. In addition, the Victorian kitchen attracts 12,000 educational visits annually from local primary schools. An upgraded museum offering, encompassing either a modern refreshment of the existing collection or an expansion to encompass local history for the whole of West London, would not only provide a focal point for the Park but would make the Museum a more attractive destination for current non-users.

There is evidence of strong demand for wedding functions in the locality. Pembroke Lodge in Richmond Park hosts over 200 weddings a year and experience excess demand. Providing a function suite in a heritage building within an attractive parkland setting would be a popular offering. Pembroke Lodge offers a number of smaller function and meeting suites. These rooms are hired on a commercial basis however, when not in use, they can be used free of charge by local organisations and societies with any catering requirements provided at cost. This is extremely popular with local residents.



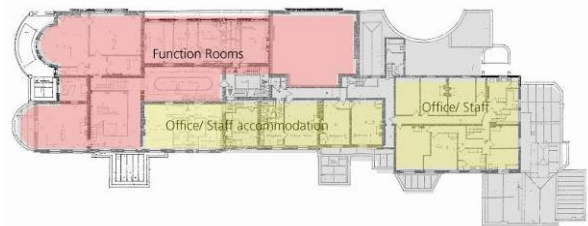
The Arup report in 2004 suggested that a hotel development could be accommodated within the two Mansion Houses. However, the demand for hotel development in the area is low. Additionally, the Planning Authority has stated that it would be unlikely to grant planning permission for such a development in a residential area.

Leasing the Large Mansion House to a developer for conversion to office, residential or other private commercial use while viable would have an adverse impact on the heritage asset.

Income generation potential

The current museum does not charge an admission fee and levies a small charge for educational visits to the Victorian kitchen. An enhanced museum could attract more visitors (see Appendix D) and increase the retail income, although this would be a modest sum.

The greatest revenue potential would be from operating the Mansion House as a function, conference and restaurant facility. Function space could be utilised for weddings or banquets and be enhanced with the erection of a marquee on the lawn in front of the house. Upstairs the suites could be utilised for meeting or corporate activities with smaller rooms as break-out space.



Options to lease the Mansion House to a developer would generate a rental income.

Staffing

Enhancing the existing museum would not require any additional staffing requirements particularly if the existing arrangements are maintained with J LIS. If the more ambitious option of creating an upgraded museum is pursued there would be a requirement to introduce additional staff due to increased visitors and the need to refresh regularly the visitor offering.

If the function/conference and restaurant operations were to be operated in-house, the burden of employing additional staff to meet the needs of this facility would fall on the Borough Councils. If the facility were operated by an external contractor it would have the responsibility for all staffing arrangements.

Operating costs and charges

Enhancing the existing museum would not incur any additional operating costs as these would be included within existing arrangements. Costs for operating a function/conference facility would depend on the approach. If the entire operation were handed over to external contractor there would be no additional operating costs. Should the service be provided in-house by the Borough Councils then operating costs would increase to meet the needs of the facility. This operation would generate an operating surplus.

5.3.6 Summary

The following table summarises this option:

TABLE 5.4 LARGE MANSION HOUSE USES AND PRELIMINARY ESTIMATED COSTS				
Uses	Market	Revenue	Key Funders	Preliminary Estimated Costs
Enhanced museum	Good current demand Strong demand for temporary exhibition space Maintains public access	No additional operating costs	EH HLF LBH LBE	£10.0m
Exhibition/function space with restaurant	Strong demand for weddings Maintains public access	Additional staffing and operating costs Potential to generate income	EH HLF LBH LBE	£8.0m
Lease to developer	Little demand due to complexity of heritage	Reduction in operating costs Income generation from lease agreement	EH	-
Upgrade museum	Good current demand Strong demand for temporary exhibition space Maintains public access	Additional staffing and operating costs	EH HLF LBH LBE	£11.0m

5.4 Small Mansion House

5.4.1 Introduction

The Small Mansion (Gunnersbury House) was originally built as a two-storey house in the Neo-Classical style. The house was damaged during WWII and much of the interior was stripped out when alterations were carried out in the 1950s.

Until 2006 it housed the Small Mansion Arts Centre and its upper floor had been converted for residential use. It provided a creative working environment for the people of Ealing and Hounslow for over twenty years and provided day and evening classes with subjects covering drawing, painting and woodcarving.

Currently it provides education facilities in conjunction with the museum and ad-hoc meeting rooms.

5.4.2 Potential Future Uses

The potential uses for the Small Mansion House are:

- Exhibition/ conference/ function space
- Relocate museum
- Leased to developer for use as hotel, office, residential or school
- Restaurant with exhibition/conference/function space

5.4.3 Deliverability

Heritage Impact

Lease of the Small Mansion to a developer for a hotel, office, residential, school or conference use would be a poor heritage outcome as public access would be lost. Museum, exhibition, function and restaurant uses are acceptable outcomes as public access is maintained. The main room sizes may limit the suitability of the Small Mansion House for functions and events, although with less internal historical detail they could be more easily adapted for new uses.

- **Exhibition/ conference/ function space** - Use of the Small Mansion House for Exhibition/ conference/ function space could be an acceptable heritage outcome, providing public access is maintained. Conference type uses could restrict access for the Public.
- **Museum** - Use of the Small Mansion House for the museum would be an acceptable heritage outcome as public access is maintained. While rooms are not as large as the Large Mansion, the Small Mansion has less historic detail internally and is less sensitive to alteration.
- **Lease to developer** - Lease of the Small Mansion House to a developer for hotel, office, residential or school use is a poor heritage outcome as public access is lost and use of the building would be quite different to the original purpose.
- **Restaurant, Conference, Function space** - Use of the Small Mansion House as a restaurant exhibition/ conference/ function space could be an acceptable heritage outcome, providing public access is maintained. Conference type uses could restrict access for the Public.

Public benefit

The public benefits of the options for the Small Mansion House would be similar to those described for the Large Mansion House. Relocating a museum of similar scale to the present one would mean there would be a requirement for additional storage space as this could not be



accommodated in the Small Mansion House. In this case, the museum storage could be provided in a new building on the site of the East Lodge or in the renovated Stable blocks. Relocating the museum to the Small Mansion or the creation of function space would, however, return public access to the facility that is, currently, not accessible by the public.

Due to its size, converting the Small Mansion House to exhibition/function space would entail a smaller operation than that which could be accommodated in the Large Mansion House. This would generate lower income streams and, therefore, may be less attractive to potential operators.

Leasing the house to a developer would severely diminish any public access and, in fact, the public could lose access to the surrounding grounds if these were to be transferred as part of a lease agreement.

Capital Costs

The following table describes the capital costs for each of the proposed options for the Small Mansion House:

	Total	Fees	Preliminary Estimated Costs
No Change	£0	£0	£0
Exhibition/function space	£2,720,000	£680,000	£3,400,000
Relocate museum	£3,950,000	£987,500	£4,937,500
Lease to developer	£0	£0	£0
Restaurant and function Space	£2,720,000	£680,000	£3,400,000

Costs for are based on £2,000 per square metre for conservation and repair. The fit-out costs for the relocated museum are estimated at £1,500 per square metre. Fees are estimated at 25% of construction costs. The following table indicates the approximate usable floor areas of the Small Mansion House:

Floor	Floorspace (m²)
Ground Floor	820
First Floor	540
Total	1,360

Planning and Listed Building Consent

Planning policy is guided by the Metropolitan Open Land Act, this requires that future uses of the Park buildings are related to park or recreational use. This means that options for leasing the buildings to a developer would be unlikely to be acceptable to the Planning Authority and English Heritage. Museum use continues the existing use and would be acceptable in the Small Mansion House. Use as an exhibition/function space would be closer to the original purpose of the Small Mansion House, and is likely to be acceptable in principle to the Planning Authority and English Heritage. Approval would depend on detail of any an application.

- **Exhibition/ Conference/ Function space** - Use of the Small Mansion House for exhibition or function uses are likely to be acceptable in principle to the Planning Authority or English Heritage, although conference use may be in contravention of the MOLA. Conference/ function type uses will attract more vehicles and a traffic impact assessment would be required to determine the amount of on-site parking that would have to be provided and whether it would be permissible.
- **Museum** - Use of the Small Mansion House for the museum is likely to be acceptable in principle to Planning or English Heritage. While rooms are not as large as the Large Mansion House, the Small Mansion House has less historic detail internally and is less sensitive to alteration.
- **Lease to Developer** - Lease of the Small Mansion House to a developer for use as hotel, office, residential or school use would be in contravention of the MOLA and would be unlikely to be acceptable to Planning or English Heritage.
- **Restaurant, Conference, Function space** - Use of the Small Mansion House for restaurant, conference or function uses are likely to be acceptable in principle to Planning or English Heritage. Conference/ function type uses will attract more vehicles and a traffic impact assessment would be required to determine the amount of parking that should be provided in the Park.

5.4.4 Sustainability

Market demand

Market demand for the uses in the Small Mansion House would be similar to those described above for the Large Mansion House.

Income generation potential

Income generation potential for the uses in the Small Mansion House would be similar to those described above for the Large Mansion House.

Staffing

Staffing implication for the uses in the Small Mansion House would be similar to those described above for the Large Mansion House.

Operating costs and charges

Operating costs and charges for the uses in the Small Mansion House would be similar to those described above for the Large Mansion House.

5.4.5 Summary

The following table summarises this option:

Uses	Market	Revenue	Key Funders	Preliminary Estimated Costs
Exhibition/function space	Strong demand for weddings Maintains public access	No additional operating costs Potential to generate income	EH HLF LBH LBE	£3.5m
Relocate museum	Good current demand Strong demand for temporary exhibition space Maintains public access	No additional operating costs	EH HLF LBH LBE	£5.0m
Lease to developer	Little demand due to complexity of heritage	Reduction in operating costs Income generation from lease agreement	EH	-
Restaurant and function space	Strong London market for restaurants Maintains public access	Additional staffing and operating costs Potential to generate income	EH HLF LBH LBE	£3.5m

5.5 Stable blocks

5.5.1 Introduction

The East and West Stable blocks were built in 1835 as part of the reworking of the estate and buildings for Nathan Rothschild. The rear elevation is clad in brickwork in Gothic folly/ruin appearance to disguise the stable from the Mansion Houses. The Stable blocks are, currently, encased in protective scaffolding and fenced off.

5.5.2 Potential Future Uses

The potential uses for the Stable blocks are:

- Mothball
- Holiday lets
- Arts gallery/studios
- Accessible Museum store

5.5.3 Deliverability

Heritage Impact

Use of the Stable blocks as holiday lets would be a poor heritage outcome as public access would be lost. An accessible museum store or art gallery would be acceptable outcomes as public access is maintained. Restoration and mothballing of the Stable blocks until suitable uses are found, would also be acceptable.

- **Mothball** - Restoration and mothballing of the Stable blocks could be the most practical approach to protecting these heritage assets. Previous possible uses have floundered in the face of the scale and costs of the restoration task.
- **Holiday Lets** - Use of the Stable blocks as holiday lets would be a poor heritage outcome as public access would be lost. Parkland around the Stable blocks would be required for this option, reducing the area of public land.
- **Art Gallery/ Studios** - Use of the Stable blocks as arts gallery/studios would be an acceptable heritage outcome providing public access was maintained.
- **Accessible Museum Store** - Use of the Stable blocks as an accessible museum store would be an acceptable heritage outcome providing public access was maintained. It could be that access or tours are provided at particular times, or by arrangement.

Public benefit

All of the options would ensure the survival of the heritage asset and this may engender future support for further uses of the facilities. Only the conversion of the Stable blocks into an art gallery would increase internal public access and to a limited degree with holiday lets. The other options would restore access to the external areas of the buildings, however, holiday lets may place restrictions on this access. Vehicular access to holiday lets would be problematic as access from the adjacent North Circular Road is unlikely to be consented.

Capital Costs

The following table describes the capital costs for each of the proposed options for the Stable blocks:

	Total	Fees	Total Costs
No change	£0	£0	£0
Mothball	£1,245,000	£311,250	£1,556,250
Holiday lets	£2,490,000	£622,500	£3,112,500
Arts gallery	£3,320,000	£830,000	£4,150,000
Accessible Museum store	£3,320,000	£830,000	£4,150,000

Conservation and repair costs for are based on £1,500 per square metre to conserve and mothball the Stable blocks and £3,000 per square metre for the other options. The fit-out costs for an art gallery or museum store are estimated at £1,000 per square metre. Fees are estimated at 25% of construction costs. The following table indicates the approximate floor areas of the Stable blocks:

Floor	Floorspace (m²)
East Block GF	170
East Block 1st F	160
West Block GF	250
West Block 1st F	250
Total	830

Planning and Listed Building Consent

Planning policy is guided by the Metropolitan Open Land Act, this requires that future uses of Park buildings are related to park or recreational use. Vehicular access from the adjacent North Circular Road to the Stable blocks would be difficult, which would mean that holiday lets are unlikely to be acceptable to the Planning Authority or English Heritage. Art gallery/ studio, museum store or mothballing are more likely to be acceptable in principle to Planning or English Heritage. Approval will depend on detail of any an application.

- **Mothball** - Restoration and mothballing of the Stable blocks is likely to be acceptable to in principle to Planning or English Heritage. Subsequent uses would require separate applications, and the potential uses would be limited by the access constraints.
- **Holiday Lets** - Use of the Stable blocks as holiday lets is in contravention of the MOLA and is unlikely to be acceptable to Planning or English Heritage. Vehicular access from the North Circular Road is difficult and expensive, and disproportionate to the number of holiday lets that could be accommodated. Parkland around the Stable blocks would be required for this option, reducing the area of public land.

- **Art Gallery/ Studios** - Use of the Stable blocks as arts gallery/ studios is likely to be acceptable, in principle, to the Planning Authority or English Heritage as a recreational use complementary to the Park. Providing these uses can work within restricted vehicle access, no new access is required.
- **Accessible Museum Store** - Use of the Stable blocks as a museum store is likely to be acceptable to in principle to the Planning Authority or English Heritage as a recreational use complementary to the Park.

5.5.4 Sustainability

Market demand

There is evidence for demand for holiday lets in the local area, especially if these are in unusual and interesting properties and locations.

There is strong demand for gallery and performance space in the local area with limited public and commercial facilities. There is particular demand for the display of student exhibitions from Thames Valley University.

Income generation potential

Holiday lets could generate a significant amount of revenue subject to regular occupancy of the holiday apartments. Based on the assumption that eight apartments could be created in the Stable blocks and that these were occupied 50% of the year, an annual revenue of £140,000 could be generated. Similar properties charge an average of £700 per week.

Leasing the Stable blocks to an art gallery would generate regular income for the Park. If a gallery was operated by the Councils income could be generated by the holding of special exhibitions or from the leasing of gallery space.

Staffing

If the Stable blocks were converted to an art gallery additional staffing for curating and security, etc. would be required. An accessible museum store would require additional staff over and above that required by the current museum operation.

Operating costs and charges

Mothballing of the site or the creation of a museum store would only increase the operating costs marginally due to the provision of heating and lighting, etc. Similarly, there would be no increase in operating costs if the holiday lets were operated by an external contractor.

5.5.5 Summary

The following table summarises this option:

Uses	Market	Revenue	Key Funders	Preliminary Estimated Costs
Mothball		No additional operating costs	EH LBH LBE	£1.5m
Holiday Lets	Demand for heritage holiday accommodation	No additional operating costs Potential to generate income	EH HLF LBH LBE	£3.0m
Arts Gallery	Strong demand for gallery and performance space	Additional staffing and operating costs	EH HLF LBH LBE	£4.0m
Museum Store		No additional operating costs	EH HLF LBH LBE	£3.5m

5.6 Sports

5.6.1 Introduction

Gunnelsbury Park has been renowned for its sport and recreation facilities for all levels of participant. Over half of the Park is given over to formal sports and sports provision including football pitches, tennis courts, pitch and putt, cricket and bowls. In addition, football pitches and a grass running track are laid out in the area south and east of the pitch and putt course. While the pitches continue to be used this is thought to be declining as a result of the lack of supporting facilities. The loss of the changing facilities following an arson attack in 2002 has accelerated this decline.

5.6.2 Sports Hub

In 2007, proposals for a sporting hub within Gunnelsbury Park were developed by the Brentford FC Community Sports Trust. This envisaged a community orientated multi-sport facility to serve local clubs and societies as well as for private hire. It was proposed that a new building be constructed in the Park

to provide the following facilities:

- 20 x 15 person changing rooms
- 4 x referee changing rooms
- Sports Hall
- Toilets
- Multi-function meeting rooms
- Crèche
- Office space
- Bar/café

A feasibility study has been completed identifying how these proposals could be accommodated at Gunnersbury Park and would lead to a reinvigoration of the use of the pitches. In considering the needs of Gunnersbury Park we have suggested that the site for the Sports Hub identified in the feasibility study be replaced by a better site at the south end of the playing fields adjacent to Lionel Road. This site provides the Park with a number of advantages and would not disadvantage the Sports Hub development. We have assumed that adjacent car parking would be developed on the proposed site. The sports development would also include a club house, a 4th generation pitch, a 5-a-side area and tennis courts.

5.6.3 Potential Future Uses

The potential sporting uses for Gunnersbury Park are:

- Refurbish changing rooms
- Sports hub to include the following:
 - Sports Hub (see above)
 - Club house
 - 4th generation pitch
 - 5-a-side area
 - Tennis courts.
- Leisure centre
 - Sports Hub
 - Swimming pool
 - Gym
 - Exercise studios

5.6.4 Deliverability

Heritage Impact

The model farm and sports pavilion are not listed and are of interest rather than importance. The existing changing rooms and sports pavilion are of relatively low value and their replacement could be considered as part of a park wide reassessment of sports provision.

Public benefit

Gunnersbury Park has a strong reputation for sporting facilities, however, these have fallen into decline recently. The tennis courts are in poor condition and are not currently used. Only one of the two bowling greens is utilised and fishing has stopped at the Potomac Lake. Restoration and refurbishment of the changing rooms at the Model Farm would encourage more people to make use of the formal playing fields, however, this level of facility falls short of the public's expectation for a sporting resource.

The proposal for a Sports Hub put forward by the Brentford FC Community Sports Trust has significant potential for multisports and with outreach into local communities. In addition there would be an opportunity to create apprenticeships in sporting and playing field maintenance.

An enhanced Sports Hub with a leisure centre development would include additional facilities such as a swimming pool, gym and exercise studios. This offering could prove popular with the large number of office workers from the commercial facilities on the 'Golden Mile'. Building a leisure centre in this location would, however, conflict with the proposed development for the Brentford Community Stadium, but the proposed Sports Hub would not.

Capital Costs and Funding

Capital costs for the reinstatement of the changing rooms at the Model Farm area are estimated to be £1m. The costs for the sport's hub option of £13m are based on the proposal presented by Brentford FC Community Sports Trust and the Leisure Centre costs are based on building industry standard costs.

Sports Grants

There are a variety of grants available to support the promotion and development of sports activities and facilities. These include the following:

Sport England – Community Investment Fund - Managed by Sport England, this funding stream is comes from the National Lottery. Funding is awarded through an open application process and aims to increase regular levels of adult participation in sport and widen access into sport to adults from priority groups.

Awards for All - This fund is from the National Lottery small grants programme and funds between £300 and £10,000 to fund a specific project or activity. Awards for All will fund a wide range of projects and activities.

Foundation for Sport and the Arts - The Foundation for Sport and the Arts (FSA) is the biggest trusts that provides funding specifically for sport. The FSA has supported projects which have ranged from flood lighting to equipment and competition costs.

The National Sports Foundation - A Government-led initiative designed to facilitate and encourage partnerships between private investors and community sports projects. This is achieved by matching new and additional private investment with Foundation funding on a like for like basis. There is a requirement that a minimum of £50,000 is raised in private investment to be eligible for this funding.

Football Foundation - This scheme awards grants for projects that improve facilities for football and other sport in local communities including pitches and drainage/improvements, pavilions, clubhouses and changing rooms, artificial turf pitches and multi-use games areas and fixed floodlights for artificial pitches. They, also, provide revenue grants to deliver football development associated with the new facility e.g. coaching, football development officer etc. The maximum grant available from the Foundation for each facilities project is £1million contributing up to 90% of the project costs.

Sportsmatch - The Sportsmatch programme is designed to encourage sponsorship investment from businesses, trusts and private individuals into grass roots sport. Sportsmatch will match pound for pound, funding raised for projects that encourage sports participation at grass roots level.

The Esmee Fairbairn Charitable Trust - Awards are made to voluntary organisations for projects that contribute to community development. Grants are made in the range from £300 up to £600,000 across four different programme areas (Art & Heritage, Education, Environment and Social change). The annual UK grant fund is in the order of £28 million.

J. Paul Getty Junior Charitable Trust - Awards are made to voluntary groups operating in deprived areas for projects that attempt to alleviate poverty. Grants are awarded from £5 to £15,000. The average annual UK grants budget is £1.3 million.

The Peter Harrison Foundation - Awards are made to registered charities for projects involving sporting activities that provide development opportunities for disabled or disadvantaged people. Grants are offered from £500 with no published upper limit. The UK grants budget is approximately £600,000 per annum.

Tesco Charity Trust Community Awards – The trust's grants are targeted towards local communities where Tesco have stores. Community Awards benefit local organisations whose core work supports children's education and welfare, children and adults with disabilities, and elderly people. They aim to give around £360,000 each year

Planning and Listed Building Consent

The model farm and sports pavilion are not listed. Vehicular access may determine that other areas of the Park are more suitable for the future sports facilities. Vehicular access to the Park and parking on

parkland would be subject to a Traffic Impact Assessment as part of a planning application.

5.6.5 Sustainability

Market demand

In the past there had been high usage of the formal sports pitches at Gunnersbury Park. Whilst this demand may have moved to elsewhere within the London Borough of Hounslow, the London Borough of Ealing has stated that it cannot meet the current demand for sports pitches.

Income generation potential

Hiring of sporting facilities would only generate a small amount of income and would not be seen as a significant income generator for the Park. The public and social benefits accruing from any development would be far greater than any fiscal benefit.

Staffing

There would be no additional resources required from the Councils for these options.

Operating costs and charges

The additional operating costs to the Council would be limited to grounds maintenance costs associated with increased use of the playing fields.

5.6.6 Summary

The following table summarises this option:

Uses	Market	Revenue	Key Funders	Preliminary Estimated Costs
Refurbish changing rooms	Decline in formal sport use in Park	Minimal additional operating costs	LDA Sport England	£1.0m
Sports hub	Community based demand	Minimal additional operating costs	Football Foundation Foundation for Sport and the Arts	£13.0m
Leisure centre	Potential demand from offices on Golden Mile	Minimal additional operating costs Potential to generate income	National Sports Foundation Company sponsorship	£27.0m

5.7 Orangery

5.7.1 Introduction

The Orangery is a classical conservatory built c1836/8. The Orangery is no longer planted, however, it is available for public hire for weddings, exhibitions and events.

5.7.2 Potential Future Uses

The potential uses for the Orangery are:

- Functions/wedding ceremonies
- Educational classrooms
- Restaurant
- Tearoom

5.7.3 Deliverability

Heritage Impact

Use of the Orangery as an education room exclusively would be a poor heritage outcome as a large degree of public access would be lost. It may be that educational use can be mixed with other activities such as functions and weddings, which would be an acceptable outcome. Use of the Orangery for restaurant and tearoom type uses would be an acceptable heritage outcome.

Public benefit

The Orangery is currently available for public hire, however, it is little used. Offering the building as a venue for wedding ceremonies in conjunction with reception facilities in the Mansion Houses would ensure public access to the building.

Converting the Orangery to education use would allow for an increase in educational provision on site in conjunction with the museum and the Victorian kitchen but would limit public access.

A restaurant or a tearoom would ensure public access to the heritage asset and would increase footfall to this area of the Park.

Capital Costs

The capital costs of upgrading the Orangery are estimated at £2,000 per square metre based on a floorspace of 120m². It is assumed that a developer would take on the responsibility for the costs of providing services and fitting out the Orangery.

Planning and Listed Building Consent

Planning policy is guided by the Metropolitan Open Land Act which requires that future uses of park buildings are related to park or recreational use. Use of the Orangery exclusively as educational classrooms would be in contravention of the MOLA and would be unlikely to be acceptable to the

Planning Authority or English Heritage. Use for functions/ wedding ceremonies, restaurant or tearoom are more likely to be acceptable in principle to the Planning Authority or English Heritage. Approval will depend on detail of any an application. Use of the Orangery is limited by the thermal performance of the building, which will be difficult or expensive to heat on a daily basis during winter.

5.7.4 Sustainability

Market demand

Whilst wedding ceremonies could take place in the Orangery, there is little demand as a result of there being no services at the site and no facilities for receptions. Demand could increase if function suites were made available in the Mansion Houses.

The existing educational facilities can, currently, cope with demand and the Temple may be a more efficient location for additional education space.

The existing café is in an excellent location to attract passing footfall and is a successful operation. If this facility were removed there would be strong demand to replace it with another café. The setting of the Orangery would make it an ideal location for a café and would attract further footfall to this area of the Park.

There could be demand for a restaurant if one is not provided in the Mansion Houses, although, issues of access such as distance from car parking may limit the appeal.

The strongest demand could be to create a multi-use facility that could be easily adapted depending on the other facilities available onsite. Should the tearoom remain in its current location and a restaurant included within the Mansion Houses, the Orangery could be used as both a ceremonial venue and an educational classroom and be open to the public when not in use.

Income generation potential

Only as a tearoom or restaurant could the Orangery have the potential to generate an income stream.

Operating costs and charges

Operating a restaurant or tearoom would incur additional operating costs.

Staffing

A restaurant or tearoom would require additional staff if it were operated by the Borough Councils. If it is leased to an operator any additional staff would be directly employed by the operator.

5.7.5 Summary

The following table summarises this option:

TABLE 5.12 ORANGERY USES AND PRELIMINARY ESTIMATED COSTS				
Uses	Market	Revenue	Key Funders	Preliminary Estimated Costs
Wedding ceremonies	Strong demand for weddings Complement to Mansion House Maintains public access	No additional operating costs Income generation only as part of Mansion House package	EH HLF	£0.3m
Classrooms	Complement to Victorian kitchen Maintains public access	No additional operating costs Income generation only as part of education package	EH HLF	£0.3m
Restaurant	Strong London market for restaurants Maintains public access	Additional staffing and operating costs Potential to generate income	EH HLF	£0.3m
Tearoom	Replaces unattractive current provision Maintains public access	Additional staffing and operating costs Potential to generate income	EH HLF	£0.3m

5.8 Walled Garden

5.8.1 Introduction

The Walled Garden is currently occupied by Capel Manor Horticultural College and Greenscene, a horticultural business. It is only accessible to staff and students of these organisations except when there are, occasional, public open days. Vehicles accessing the Walled Garden conflict with the main pedestrian route from the public car park into the Park.

5.8.2 Potential Future Uses

The potential uses for the Walled Garden are:

- Capel Manor to take over Walled Garden in its entirety
- Relocate Tropical Forest from Syon Park

5.8.3 Deliverability

Public benefit

Currently the public does not have any access to the Walled Garden other than on public open days. Capel Manor have expressed a willingness to open up areas of the Walled Garden to the public in a similar fashion to their operation at Enfield where the public pay for access to the formal and student gardens. If Capel Manor were to take over an increased area within the Walled Garden the public would be able to access the historical kitchen garden which includes a fruit tree tunnel.

Tropical Forest is an indoor exhibition of tropical birds, animals, insects, fish and amphibians currently located in Syon Park. Their lease is due to be terminated due to the building of a hotel in the grounds of Syon Park and the operators have expressed a desire to move the operation to Gunnersbury Park. Their proposal would entail constructing a new facility at Gunnersbury Park. The Walled Garden provides one of the less sensitive development sites for a visitor attraction at Gunnersbury Park.

5.8.4 Sustainability

Market demand

Income generation potential

The rental income generated from Capel Manor and Greenscene is based on the poor condition of the Walled Garden when they took on the leases and, as a consequence, is relatively low. As the only commercially developed area of the Park there is the potential to increase rent from the existing or new lease holders. The advantages, however, of having a horticultural college located at Gunnersbury Park and allowing Capel Manor to take over more of the Walled Garden in return for opening areas of it up to the public would outweigh any financial gain. This would need to be balanced against the reduction in income stream from Greenscene.

Moving Tropical Forest to the Walled Garden would provide an income stream from the owner, however, fundamental to their plans is the inclusion of café within the attraction which would compete for market share with other catering facilities in the Park. The consequence could be a reduction in catering income at other venues and potentially frustrate the introduction of new uses for the key heritage assets.

Staffing

There would not be any staffing implications for these options.

Operating costs and charges

Neither option would incur any additional operating costs for the Borough Councils as these would be absorbed by the appropriate operator.

5.8.5 Summary

The following table summarises this option:

Uses	Market	Revenue
Capel Manor to take over Walled Garden	Public access to previously restricted area	Loss of revenue from Greenscene No additional operating costs
Relocate Tropical Forest	Existing visitors in Syon Park	Reduction in revenue from Greenscene No additional operating costs Requires its own café to be viable

5.9 Other Assets

5.9.1 Infrastructure and Horticulture

Previous reports have examined the horticultural needs of the Park and provided estimates of costs for what could be done. Our approach has been to consider what needs to be done. We believe that the priority must be to remove those detrimental elements that degrade the views that link the buildings with the landscape and vice-versa. This includes the removal (and potential relocation) of the Pitch and Putt and the removal of inappropriate planting. This should be followed by the reintroduction of key features and views to reinforce the historical link between the buildings and the landscape. The horseshoe pond and the garden for Japanese plants are two examples. These need not be recreations but could be modern interpretations. This should be followed by improvements in the planting, signage, lighting and the path network. The extent of the improvements will vary depending on the budgets allocated to infrastructure and horticulture. In some options not all of the potential improvements will be included.

Capel Manor Horticultural College has expressed a desire to become more involved in the horticultural activities within the Park by exploiting their student resource. Capel Manor's students have in the past carried out work in areas of the Park but this has ceased in recent years.

Proposals for these upgrades should consider the inclusion of nature trails, cycle paths, bridle paths and jogging trails. Where possible these should be kept separate to pedestrian walkways.

Access and car parking remains an issue for the Park with the existing Pope's Lane entrance unsuitable for increased levels of traffic. Construction of a new access point to the Sports Hub from Lionel Lane North would do much to relieve this access point. Access and car parking would be required if either of the Mansion Houses were developed for functions and events.

Playparks are an important facility to attract families with young children. Current thinking is that playparks should be zoned for different ages to aid involvement and prevent injury. A proposition has been put forward that any development of play parks in the Park should also include an area for disabled children to encourage inclusive play.

Capital Costs

The investment required to carry out a selection of these improvements has been estimated at £2m. This is broken down into individual activities in the following table:

TABLE 5.14 INFRASTRUCTURE PRELIMINARY ESTIMATED COSTS	
Activity	Cost
Landscape enhancements	£925,000
Improved signage	£175,000
Additional planting	£250,000
Improved lighting	£300,000
Improved pathways	£350,000
	£2,000,000

5.9.2 Princess Amelia’s Bath House

The bath house was restored in 2000/1 and refitted with a view to possible commercial letting or as an artist’s studio, however, this was not pursued. Identifying a use for this facility would be difficult given its small internal footprint and lack of services. It could, nevertheless be converted to an educational classroom or as an office or information centre.



5.9.3 Potomac Tower

The Potomac Tower is a Gothic boat house and pavilion on the shore of the Potomac Lake. Identifying a use for the tower may be difficult, however it could be repaired and restored to create a development shell which could be exploited when a use and additional funding is found in future years. Improvements to the Potomac Lake area as a result of the construction of the Sports Hub in the vicinity may reveal a more practical use for the facility.



5.9.4 Temple

The temple is classical Doric garden monument set on a slight rise overlooking the round pond. The Temple was restored in 1975 and is, currently, in good condition, with only minor defects. It is available for public hire and is occasionally used as a function room.



Use of the Temple for functions and wedding ceremonies, restaurant or tearoom would be a good heritage outcome and would be acceptable in principle to Planning or English Heritage. Use as educational classroom exclusively would be a poor Heritage outcome, but this could be mixed with other more public uses. Use of the Temple is limited by size, which may dictate that use is seasonal.

5.9.5 Model Farm

The Model Farm area in the centre of the Park is, currently used as a base for Continental Landscapes. Capel Manor have made a proposition to create a children's zoo at this location in a similar fashion to the facility they have created at Crystal Palace Park. This would return the area to its historical use and would have close synergies with the animal husbandry courses, currently, taught at Capel Manor.



5.9.6 Other Heritage

Certain heritage items are not considered in detail at this stage. The North Lodge is presently an information centre and the West Lodge is residential and we would assume these uses would continue. The following heritage assets are, in general, ornamental, and change in use of these items is not considered at this stage.

Heritage Feature	Current Use
East Archway	Ornamental
South East Archway	Ornamental
South West Archway	Ornamental
Boundary Wall	Ornamental landscape feature
East Lodge Archway	Ornamental
Gothic Ruins	Not used
North Gateway	Ornamental
Lamp Stands x 6	Lighting
Fountain	Not functional

5.9.7 Events

Gunnersbury Park has developed a reputation for hosting successful events. The Mela has been held in the Park for the last 6 years and attracted 75,000 people last year and was supported by the Mayor of London. The Park has also hosted the successful Sports Jam where visitors were given the chance to take part in a multitude of sports,



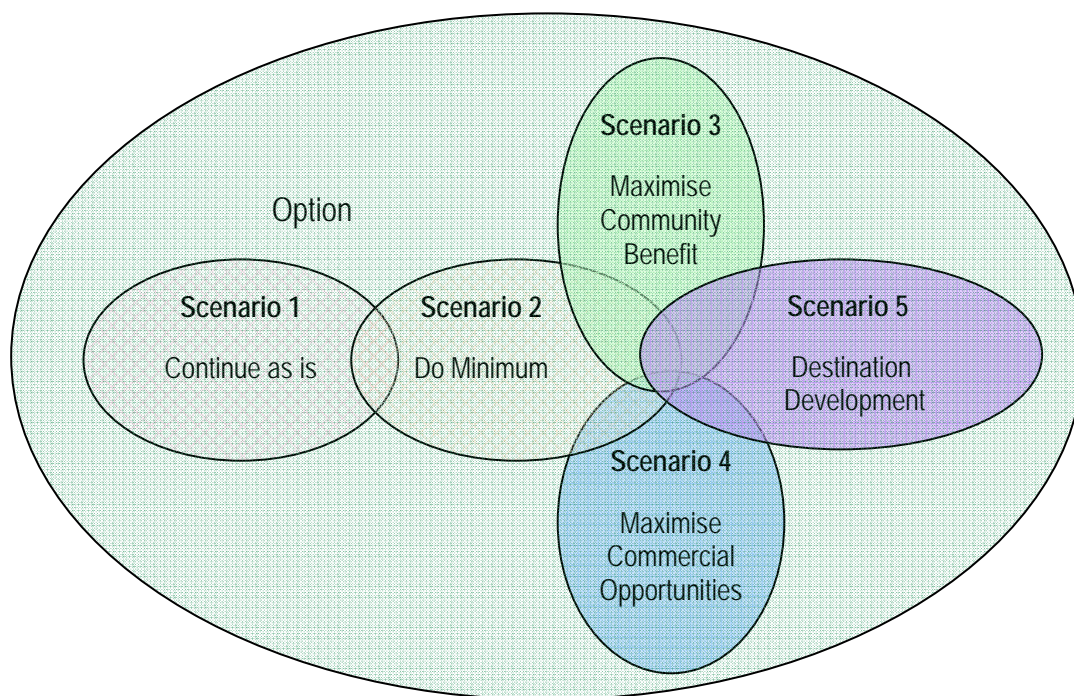
including kayaking, rugby, netball, football, cycling, trampolining, skateboarding, tennis, boxing, cricket, athletics, hockey and basketball. There were also classes in climbing, street dance, yoga classes and boxercise. Previous events have included a classical concert with fireworks in front of the mansions that attracted 4,000 people.

Events would generate strong interest in the Park and would encourage visitors to return to sample the other offerings. Improvements to services such as water and power would be required if events were to continue.

6.0 OPTIONS DEVELOPMENT

6.1 Introduction

The development scenarios reviewed in Section 5 have provided a mechanism to allow a wide variety of restoration and development opportunities to be considered. This section assesses the results of the appraisal on each of the original scenarios. The scenarios concentrate on the outcome for the main heritage and sporting assets. On the basis of the appraisals we have then developed a set of four further specific options. These options provide clear packages of alternative developments and in addition to considering the main heritage assets also consider the supporting heritage assets and features. The original scenarios used to appraise the potential developments are demonstrated in the following diagram.



6.2 Continue As Is and Do Minimum

The Continue As Is option does not address the condition of any of the buildings and would preside over their continued deterioration. This would have an impact on those buildings at risk in the first instance. The Stable blocks are in a perilous condition and the deterioration in coming years would be marked and in all likelihood result in partial collapse of the standing structure. The other heritage assets would similarly deteriorate, albeit not at such a catastrophic rate. In the medium term the Park would lose those heritage assets that contribute markedly to its significance.

The do minimum envisages continued support for the museum and new uses for the Small Mansion House. However, the Stable blocks neither restored nor brought back into use in this option. In the short-term the continued decline in condition of the heritage assets will result in the Park and individual buildings remaining 'at risk'.

The Continue As Is Option and the Do Minimum do not meet the requirements of the Conservation Management Plan, a key requirement for an option to be considered as acceptable.

6.3 Maximise Community Benefit

The following table summaries the key options under this scenario:

TABLE 6.1 MAXIMISE COMMUNITY BENEFIT	
Large Mansion House	<ul style="list-style-type: none"> • Convert to accommodate restaurant with function, event and conference space • Victorian kitchen retained as an educational facility in association with the museum • Upper floors converted to on-site staff accommodation • Programme of events organised to ensure regular use of the facilities
Small Mansion House	<ul style="list-style-type: none"> • Museum relocated to the ground floor • Museum storage moved to renovated East Lodge site <p style="text-align: center;">or</p> <ul style="list-style-type: none"> • moved to Stable blocks
Stable blocks	<ul style="list-style-type: none"> • Limited conservation work on the Stable blocks and Potomac Tower to secure and protect them from the elements
Walled Garden	<ul style="list-style-type: none"> • Chapel Manor to take over entire Walled Garden
Orangery	<ul style="list-style-type: none"> • Convert to educational classroom that could double up as function space
Sports	<ul style="list-style-type: none"> • Sports hub developed north of Potomac Lake • Enhancement of the environment surrounding the lake • Introduction of features such as a Trim Track • Provide facilities for anglers
Other	<ul style="list-style-type: none"> • Bath House and Temple converted to educational classroom • Return pitch and putt area to landscaped grounds

All of the suggested options under this scenario would have positive heritage impacts, would generate additional public benefits and would be both sustainable and deliverable.

The indicative project costs for this scenario is presented in the table below:

TABLE 6.2 MAXIMISE COMMUNITY BENEFIT COSTS	
	Total Indicative Costs
Large Mansion House	£7,912,500
Small Mansion House	£5,250,000
Stable blocks	£1,556,250
Orangery	£300,000
Other	£2,000,000
Heritage Total	£17,018,750
Sports	£13,000,000
Total (say)	£30,000,000

6.4 Maximise Commercial Opportunities

The following table summarises the key options under this scenario:

TABLE 6.3 MAXIMISE COMMERCIAL OPPORTUNITIES	
<p>Large Mansion House Small Mansion House</p>	<ul style="list-style-type: none"> • Lease to a developer/operator for use as a hotel, residential apartments, office accommodation (either private or council) or a private school or college • May require the creation of new build construction to provide the necessary scale of development • Leased on a long-term basis • Provide a long-term source of revenue for the Park and transfer responsibility for the repair and maintenance of these heritage assets to new occupiers • Public would lose some or all of its access to these heritage assets
Stable blocks	<ul style="list-style-type: none"> • Develop as holiday accommodation • Buildings conserved • Public would lose access
Walled Garden	<ul style="list-style-type: none"> • Tropical Forest relocated to Walled Garden • Provide a paying visitor attraction • Source of rental income
Orangery	<ul style="list-style-type: none"> • Convert to a restaurant • Addition of kitchens and services to the rear
Sports	<ul style="list-style-type: none"> • Sports Hub to include a private leisure centre • Incorporating a gym and swimming pool facilities
Other	<ul style="list-style-type: none"> • Restore Model Farm to create a children's zoo with admission charge

Under this scenario, leasing of the Mansion Houses for development would not be a viable option due to the heritage impact, loss of public benefit and it would not meet the aims of the Conservation

Management Plan. Developing the Stable blocks as holiday lets would be a viable option if an acceptable vehicular access solution could be found. Relocating Tropical Forest to the Walled Garden would increase the public benefit from an area currently inaccessible, however, the need for Tropical Forest to have a café on its site could be in conflict with existing or planned catering provision in the Park.

Converting the Orangery into a restaurant would be a practicable solution as long as an operator would be able to take on the costs of introducing services and fit out costs. Creating a leisure centre alongside the Sports Hub would be dependent on the go ahead for the proposed construction of the Bretford Community Stadium in the close vicinity. In addition, the proximity of the Fountain Leisure Centre will have an impact on the success of such an operation. As such, under this scenario, the Sports Hub option would be the only viable way forward. The creation of a Children's Farm is a feasible option as Capel Manor has successfully created such a facility at Crystal Palace.

The indicative project costs for this scenario is presented in the table below:

	Total Indicative Costs
Large Mansion House	£0
Small Mansion House	£0
Stable blocks	£3,112,500
Orangery	£300,000
Other	£1,000,000
Heritage Subtotal	£4,412,500
Sports	£13,000,000
Total	£17,412,500

6.5 Destination Development

The following table summarises the key options under this scenario:

Large Mansion House	<ul style="list-style-type: none"> • Upgrade to Museum of West Middlesex • Encompass both upgraded temporary exhibition facilities and permanent galleries
Small Mansion House	<ul style="list-style-type: none"> • Convert into a restaurant • Supporting function and event spaces
Stable blocks	<ul style="list-style-type: none"> • Renovate to provide an arts gallery
Walled Garden	<ul style="list-style-type: none"> • Tropical Forest relocated to Walled Garden • Provide a paying visitor attraction

TABLE 6.5 DESTINATION DEVELOPMENT	
	<ul style="list-style-type: none"> • Source of rental income
Orangery	<ul style="list-style-type: none"> • Develop as a quality tearoom
Sports	<ul style="list-style-type: none"> • Sports hub
Other	<ul style="list-style-type: none"> • Restore Model Farm to create a children's zoo with admission charge • Return pitch and putt area to landscaped grounds

Under this scenario, the options for the Large and Small Mansion Houses are both viable solutions, however, they are not the optimum uses for the heritage assets. The Large Mansion House is more suited to function and event space due to the quality of the interior heritage, and the ability to create further function suites on the upper floors. The Small Mansion House is not large enough to sustain an event and function space and a restaurant facility. Converting the Stable blocks into an art gallery is a feasible solution as long as issues of access can be dealt with suitably. Developing the Orangery as a tearoom is, also, a viable solution as long as this would not conflict with existing or planned catering provision.

The indicative project costs for this scenario is presented in the table below:

TABLE 6.6 DESTINATION DEVELOPMENT COSTS	
	Total Indicative Costs
Large Mansion House	£11,425,000
Small Mansion House	£3,400,000
Stable blocks	£4,150,000
Orangery	£300,000
Other	£2,000,000
Heritage Subtotal	£21,275,000
Sports	£13,000,000
Total	£34,275,000

6.6 Scenarios Summary

From the above analysis a number of options can be developed from the scenarios that create the public benefit and ensure the future of the key heritage assets. The following table presents a summary from the scenarios:

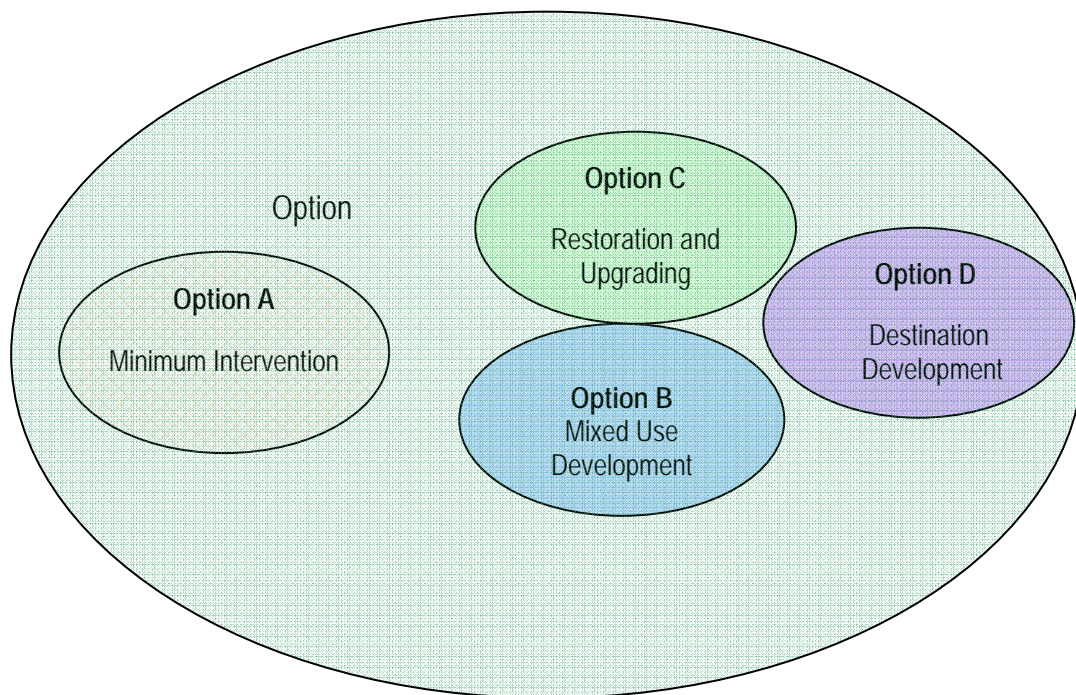
TABLE 6.7 SUMMARY OF GUNNERSBURY PARK SCENARIOS					
	DO NOTHING	DO MINIMUM	MAXIMISE COMMUNITY BENEFIT	MAXIMISE COMMERCIAL OPPORTUNITIES	DESTINATION DEVELOPMENT
Large Mansion House	No Change	Enhance Museum	Exhibition function Space	Lease to developer	Upgrade museum
Small Mansion House	No Change	Exhibition/function space	Relocate museum	Lease to developer	Restaurant and function Space
Stable blocks	No Change	Mothball	Holiday Lets	Arts Gallery	Museum Store
Orangery	No Change	Wedding ceremonies	Classrooms	Restaurant	Tearoom
Walled Garden	No Change	Capel Manor to take over entire Walled Garden	Relocate Tropical Forest	Relocate Tropical Forest	Relocate Tropical Forest
Sports	No Change	Refurbish changing rooms	Sports hub	Leisure Centre	Leisure Centre

Preferred
 Feasible
 Unacceptable

6.7 Options Development

The scenarios considered previously have provided a framework with which to consider a number of specific development strategies for the Gunnersbury Park Estate. The assessment of the scenarios has narrowed down the feasible developments for each of the core heritage and sporting assets. However, the scenarios do not themselves provide the clarity required to determine the precise direction for Gunnersbury Park. We have therefore used the scenarios and the assessment of the scenarios to prepare a final series of options. These options provide specific uses for the core heritage and sporting assets and the supporting assets that comprise Gunnersbury Park.

The options are shown in the following diagram. The four alternatives are explained and costed subsequently in this section.



The options are described in brief in the following table. These options have been informed by the scenarios and the assessment of the scenarios but include a clearer description of the proposed use of each asset and a specific mix of proposed uses under each option.

**TABLE 6.8
GUNNORSBURY PARK OPTIONS**

	Option	Option	Option	Option
	A	B	C	D
	Minimum Intervention	Mixed Use Development	Restoration and Upgrading	Destination Development
CORE ASSETS				
Heritage Assets				
Large Mansion House	Continue as is with museum use and no restoration.	Building restoration and enhance museum.	Building restoration and reuse as restaurant and function venue.	Building restoration and upgrade museum.
Small Mansion House	Continue as is with ad-hoc use, no restoration, and accept gradual decline in building condition.	Building restoration and lease as offices.	Building restoration and reuse as museum.	Building restoration and reuse as restaurant and function venue.
Stable blocks	Continue as is with stabilisation and protection.	Restoration of building façade and reuse as holiday lets.	Building restoration and reuse as accessible museum store.	Building restoration and reuse as art gallery
Landscape Features	Continue as is with no changes	Remove the detrimental elements (e.g. pitch and putt and tennis courts) but with no reinstatement of lost features and no introduction of new features.	Remove detrimental elements (e.g. pitch and putt and tennis courts), reinstate selection of 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.	Remove detrimental elements (e.g. pitch and putt and tennis courts), reinstate greater selection of 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. Include cycle paths, trim track, other informal leisure facilities.

**TABLE 6.8
GUNNERSBURY PARK OPTIONS**

	Option	Option	Option	Option
	A	B	C	D
	Minimum Intervention	Mixed Use Development	Restoration and Upgrading	Destination Development
Sporting Assets				
Sports Facilities	Continue as is with no changes.	Upgrade existing changing rooms.	Introduction of the Sports Hub.	Introduction of the Sports Hub with leisure facilities
SUPPORTING ASSETS				
The Orangery	Continue as is with ad-hoc uses.	Operate seasonal café from this building.	Operate as function and education venue in tandem with the Large Mansion House.	Operate as function and education venue in tandem with the Small Mansion House.
The Temple	Continue as is with ad-hoc uses.	Dedicated education and learning space for community groups	Operate as function and education venue in tandem with the Large Mansion House.	Operate as function and education venue in tandem with the Small Mansion House.
Potomac Tower / Gothic Boathouse	Continue as is, built heritage feature with no public access.	Built heritage feature with occasional public access, e.g. Doors Open Day.	Built heritage feature with public access, e.g. Doors Open Day, guided tours, museum group visits.	Built heritage feature with public access, e.g. Doors Open Day, guided tours, museum group visits.
Princess Amelia's Bathhouse	Continue as is, built heritage feature with no public access.	Built heritage feature with occasional public access, e.g. Doors Open Day.	Premises to be let as small office to local amenity / community group.	Premises to be let as small office to local amenity / community group.
Gothic Ruins	Continue as is as landscape feature.	Restoration of landscape feature to original form and condition.	Restoration of landscape feature to original form and condition with supporting interpretation.	Restoration of landscape feature to original form and condition with supporting interpretation.

**TABLE 6.8
GUNNORSBURY PARK OPTIONS**

	Option A	Option B	Option C	Option D
	Minimum Intervention	Mixed Use Development	Restoration and Upgrading	Destination Development
Boundary Wall	Continue as is as landscape feature.	Restoration of landscape feature to original form and condition.	Restoration of landscape feature to original form and condition with supporting interpretation.	Restoration of landscape feature to original form and condition with supporting interpretation.
East Lodge Ruins	Continue as is with ruins of previous built heritage.	Consolidation of ruins of previous built heritage and reinstatement of the archway.	Site to be used for future park related supporting development, e.g. accessible museum store.	Site to be used for future park related supporting development, e.g. accessible museum store.
Walled Garden	Continue as is as with site for Capel Manor College and Greenscene Operations.	Continue with Capel Manor College, reduce Greenscene Operations and introduce Tropical World (relocated from Syon Park)	Continue with site for Capel Manor College allowing expansion of the college and contraction of the Greenscene operations.	Continue with Capel Manor College, reduce Greenscene Operations and introduce Tropical World (relocated from Syon Park)

The capital cost associated with each option and the various specific projects is presented in the following table. These costs differ slightly from the indicative costs presented in Section 5 and reflect a more comprehensive approach to the works required at Gunnorsbury Park through the inclusion of both core and supporting heritage and sporting assets and the introduction of allowance for inflation and contingencies. The implementation of a preferred option could be phased but the comparison at this stage considers the overall cost of each option.

Option A has not been included in Table 6.9 because the minimum intervention option does not result in a capital cost that can be estimated with any certainty. Should the minimum Intervention Option be adopted the investment in the heritage assets would be dictated by the Council's response to the deteriorating condition of the buildings. The Council's have a statutory duty to look after the listed buildings in Gunnorsbury Park. This would be encouraged by English Heritage through the use of Urgent Works Notices and Repairs Notices. Based on the current condition of the key assets we estimate that the Councils could incur repair and maintenance costs of some £5 million over the next 5-10 years. Ultimately the costs could be greater and/or incurred over a shorter time period.

Options B, C and D incur measurable and specific capital costs. While the works could be phased to meet the needs of potential funders, the level of investment required is known from the outset. Option A requires an uncertain level of investment but it will require future expenditure by the Councils.

	Option B	Option C	Option D
	Mixed Use Development	Restoration and Upgrading	Destination Development
CORE ASSETS			
Heritage Assets			
Large Mansion House	£10,625,000	£7,912,500	£11,425,000
Small Mansion House	£3,400,000	£5,250,000	£3,400,000
Stable blocks	£3,112,500	£4,150,000	£4,150,000
Landscape Features	£250,000	£2,000,000	£2,250,000
Heritage Assets Total	£17,387,500	£19,312,500	£21,225,000
Sporting Assets			
Sports Facilities	£200,000	£12,884,020	£19,634,020
TOTAL CORE ASSETS	£17,587,500	£32,196,520	£40,859,020
SUPPORTING ASSETS			
The Orangery	£400,000	£300,000	£300,000
The Temple	£100,000	£200,000	£200,000
Potomac Tower / Gothic Boathouse	£50,000	£50,000	£50,000
Princess Amelia's Bathhouse	£0	£50,000	£50,000
Gothic Ruins	£250,000	£250,000	£250,000
Boundary Wall	£200,000	£200,000	£200,000
East Lodge Ruins	£50,000	£0	£0

	Option B	Option C	Option D
	Mixed Use Development	Restoration and Upgrading	Destination Development
Walled Garden	£0	£0	£0
TOTAL SUPPORTING ASSETS	£1,050,000	£1,050,000	£1,050,000
Overall Inflation & contingency Allowance	£3,000,000	£5,350,000	£6,750,000
OVERALL TOTAL (SAY)	£22,000,000	£39,000,000	£49,000,000

6.8 Consideration of Options

6.8.1 Introduction

This section does not repeat the appraisal conducted in Section 5 but applies that assessment to these options.

6.8.2 Minimum Intervention

The Minimum Intervention Option fails to deliver the objectives of the Conservation Management Plan. It demonstrates that in the absence of any capital investment the future of the Park will be a gradual decline with the loss of key features and the deterioration in condition of the heritage assets. Investment will be required to maintain and repair the buildings but such investment may keep the buildings standing but, like the Stable blocks, would not necessarily provide a building that could be occupied beneficially.

6.8.3 Mixed Use Development

The Mixed Use Development Option envisages considerable investment in the heritage assets with the Large Mansion House continuing as the museum within a restored building. The Small Mansion House and Stable blocks would also be restored and new uses introduced. These would be private uses and result in a reduction in access and amenity at Gunnorsbury for the general park user. The supporting elements in the Park would be restored or consolidated to avoid their loss or further deterioration. This option would meet many of the objectives of the Conservation Management Plan.

6.8.4 Restoration and Upgrading

This option would meet fully the objectives of the Conservation Management Plan by addressing the requirements of the built heritage, the natural heritage and reconnecting the two. Furthermore, this option would see the development of the Park to retain existing users and attract new users as a result of the enhanced facilities. This option would provide Gunnorsbury Park with an exciting and long-term future.

6.8.5 Destination Development

This option continues to consider a more intensive development package for Gunnersbury Park and utilising a number of the sites and buildings for new uses. This expands the range of formal and informal leisure facilities.

6.9 Funding

The prospective funding package to support the achievement of any of these options is considered in Section 8. The estimated costs and the preliminary assessment of external funding are such that to complete the funding package would require an exceedingly large sum from both Councils. It is unlikely that such a sum could be allocated in the short to medium-term given other calls on the Councils' capital budgets. Section 7 considers the scope for enabling development to provide partnership funding for the proposed investment at Gunnersbury Park.

7.0 ENABLING DEVELOPMENT

7.1 Introduction

Gunnersbury Park's landscape could be considered to be its most significant asset. The landscape has evolved and changed over many centuries reflecting the needs and aspirations of the various personalities and organisations that have owned or managed the Park. The Park is also a substantial resource for the local community and visitors, the setting for a number of nationally significant buildings and important for nature conservation. As a result, any development in the Park will need to be addressed in a fashion sensitive to all users, stakeholders and covenant holders.

In order to meet the aims and ambitions of the Conservation Management Plan there will, however, be a need to raise a considerable amount of capital funding to support the regeneration of the Park. There will be pressure and competition for all sources of funding to achieve the preferred options in the above scenarios and, as a result, a funding gap will be inevitable. As a means of closing this gap, the potential for enabling development across the Park will need to be considered. Enabling development is development that is contrary to established planning policy. It is only considered where the public benefits outweigh the cost. In the case of Gunnersbury Park the enabling development would involve the sale or lease of a small section of the Park to a developer for housing or other development. The income generated would be applied to the restoration of Gunnersbury Park. This section considers the potential impact of enabling development by examining a number of possible development options. In considering each of these options we are aware of English Heritage's policy towards enabling development and the concern that such developments can 'destroy more than they save'.

English Heritage's policy on enabling development is as follows:

'Enabling development that would secure the future of a significant place, but contravene other planning policy objectives, should be unacceptable unless:

- a) it will not materially harm the heritage values of the place or its setting
- b) it avoids detrimental fragmentation of management of the place
- c) it will secure the long-term future of the place and, where applicable, its continued use for a sympathetic purpose
- d) it is necessary to resolve problems arising from the inherent needs of the place, rather than the circumstances of the present owner, or the purchase price paid
- e) sufficient subsidy is not available from any other source
- f) it is demonstrated that the amount of enabling development is the minimum necessary to secure the future of the place, and that its form minimises harm to other public interests
- g) the public benefit of securing the future of the significant place through such enabling development decisively outweighs the disbenefits of breaching other public policies.'

7.2 Development Prospects

7.2.1 Introduction

There are five potential sites on the Gunnersbury Park Estate that have been considered for enabling development. This section considers the development potential of these sites in terms of acceptability to the Planning Authority, the attractiveness to potential developers, and any associated risks. It assesses the value that may be released within the short, medium and long-term in support of the primary objective of the Trust to realise land value through 'enabling development' in order to fund the restoration/regeneration of Gunnersbury Park and the associated listed buildings.

For each site, a number of options have been considered, including the possibility of different types and densities of residential development, together with commercial alternatives. As the potential sales/development will likely be a number of years in the future (minimum of say 3 years), we have provided opinions of value in the short-term, medium and long-term. These have been informed by the Nationwide's historic housing market statistics, looking at the performance of the UK housing market over periods of 5 and 10 years following the last major recession in the early 1990s. These average annual growth figures have then been applied to our current estimates of value.

The UK and London housing market is currently contracting with a very low level of prevailing demand and, generally, excess supply. As a consequence most developers/house builders are "out of the market" and land values are falling; in some locations land is not currently price sensitive, with no active buyers in the market. In many other locations, where some residual demand remains, unconditional land sale prices are as much as 50% to 60% lower than peak market prices in 2007.

On this basis our indicative valuations are based on the special assumption that there is a return to more 'normal' market conditions under the short-term value estimates. In terms of providing more long-term values we have considered the indices and forecasts prepared by the major building societies and residential research organisations. Our valuations are also based on the assumption that (full) planning consent has been granted for residential (or where relevant commercial and/or mixed use) development and that there are no adverse ground conditions, legal or other matters that would affect our opinions of value.

7.2.2 Residential Market Commentary

It was announced in January 2009 that the UK Economy, after two quarters of negative growth, has officially entered recession. In March 2009, the Monetary Policy Committee (MPC) of the Bank of England lowered Base Rate to 0.5%, after four consecutive cuts since October 2008. Further to this the Bank has now moved to the unprecedented step of so called "quantitative easing" though an increase in the supply of money. The Government has also announced a number of further measures which form the basis of their fiscal stimulus package, such as a temporary cut in VAT to 15% and other tax benefits totalling a reported £20 billion. It remains to be seen whether these measures, as well as a potential second injection of capital into the UK banking system, will have the desired effect of avoiding a

deflationary economic depression.

In terms of the UK residential market, it has been widely reported that almost all geographical areas and sub-sectors have been experiencing falling prices over the last 12 to 18 months. Originating from the 'credit crunch' but compounded by the subsequent events in the financial markets and wider economy, lenders have significantly tightened their lending criteria and in many cases have stopped lending altogether. Only those customers with the best credit records and significant equity can benefit from the best mortgage products on the market. Where lenders are still providing loans, borrowing charges are often significantly higher than they have been in the past, although this has recently improved with most lenders passing on, at least in part, the recent cut in interest rates. All of these factors, together with the significant weakening of the buy-to-let investment market, have led to a marked reduction in demand and, consequently, prices have been falling.

House prices declined across the whole country during 2008. Whilst the depth of decline varies by micro-market, by region, town, postcode area and even street address – the general position is that prices have fallen by up to 20% from their peak levels in 2007 and in many areas by up to 40%. There has recently been some positive sentiment as estate agents have reported some improvements in potential buyer activity, with many believing 2009 is a time to acquire houses and apartments at a substantial discount to peak levels. Estate agents have reported that in the first part of January enquires were double that in the same period in 2008. That said, apart from those people who have large reserves of equity, the ability to take advantage of discounted prices will be limited by their ability to obtain reasonable mortgage finance. Certainly the recent figures released by the Council of Mortgage Lenders, showing gross mortgage lending falling at an annual rate of 60% in February, would suggest the estate agents reports of buyer activity is not being translated into transactions. The February 2009 mortgage figures were the lowest since February 2001 and down by 15% from January's figure.

Not surprisingly, there are also mixed forecasts as to the likely level of overall price falls to come; however the general consensus is that prices will continue to drop in the short-term. One concern regarding the speed and level of further falls is the potential effect of major redundancies and thus an increased number of 'forced sales' coming to the market. Government proposals to alleviate this situation by deferring mortgage repayments for up to two years have lessened some concerns. However, as with other recent government proposals to counter the effects of recession, their effectiveness in the face of a global recession and potential large scale redundancies is untested.

7.3 South Paddock

This area lies in the ornamental parkland to the south of the Mansion Houses which comprises areas of grass parkland interspersed with individual and clumps of specimen trees. The area is defined by belts of mature trees and peripheral walls. To the south are the Kensington Cemetery and office developments on the Golden Mile. It is an enclosed field which has been used for cricket and has mature trees bounding its west, south and eastern edge. The area considered for enabling development comprises 5.9 acres.



The site occupies a sensitive position in the Park and with no existing access or obvious direct highway access. In our opinion, residential development on this site is unlikely to gain planning approval or local support for a variety of reasons. The site is adjacent to a cemetery and has no obvious access points; therefore a road will need to be built, either to the west or east over the parkland in order to accommodate any scheme. Furthermore, given the central park location and large size of the plot, any development would be particularly prominent and potentially intrusive to the overall sensitivity of the park. For these reasons, we consider this site to be appropriate for very low density development only, but most likely no development at all.

We have considered two development options to examine the potential value that could be released from this site. The options are as follows:

Option 1

- 30 houses
- 5.1 houses per acre
- Option 1 provides for a low-density housing scheme in a small 'estate'. It is envisaged that the houses would be large, detached 'executive' homes and providing a mixture of five and six bedrooms.

The estimated values to be released from this site would be as follows:

Estimated Short-term Value (3 years)	Estimated Medium Term Value (5 years)	Estimated Long-term Value (10 years)
£1.5 million per acre	£1.95 million per acre	£2.85 million per acre

Option 2

- 60 houses
- 10.2 houses per acre
- Option 2 provides for a mid-density housing scheme in a small 'estate' form. It is envisaged that the houses would be a mixture of detached and semi-detached, providing a mixture of three and four bedrooms.

The estimated values to be released from this site would be as follows:

Estimated Short-term Value (3 years)	Estimated Medium Term Value (5 years)	Estimated Long-term Value (10 years)
£1.0 million per acre	£1.3 million per acre	£1.9 million per acre

7.4 Pope's Lane Entrance

This area lies to the north of a large open flat expanse of grassland used for sport (football and rugby). The open space is bounded by trees to the south-west and by the back gardens of 1930s semi-detached and terraced housing to the north-west and north. The area affords broad open views of the sky and a wide panorama, although, it can appear bleak and windswept, particularly in winter. The proposed area occupies the area of land between the Walled Garden and car parks and Lionel Road and comprises 4.2 acres.



In our opinion, this site represents a potentially viable option for residential development. Its development would impact less heavily upon the Park than some of the other sites, being situated on the northern perimeter and behind a number of other houses and the walled garden. Careful

consideration would need to be given in respect the nearby properties on the northern boundary of the site, fronting Pope's Lane. Access should be relatively straightforward, utilising the existing Pope's Lane entrance to the park. Options 3 and 4 both propose relatively low density housing (at 10 and 5 houses per acre).

Commercial development in this location could be relatively flexible, providing office accommodation or leisure uses. Industrial or retail uses are not considered appropriate, although some studio/workshop accommodation, particularly if related to the character and existing uses in this area of the park, may be appropriate. Demand for commercial space may be limited in this location.

Option 3

- 20 houses
- 4.8 houses per acre
- Option 3 provides for a low-density housing scheme in a small 'estate' form. It is envisaged that the houses would be large, detached 'executive' homes, providing a mixture of five and six bedrooms.

The estimated values to be released from this site would be as follows:

Estimated Short-term Value (3 years)	Estimated Medium Term Value (5 years)	Estimated Long-term Value (10 years)
£1.25 million per acre	£1.625 million per acre	£2.375 million per acre

Option 4

- 40 houses
- 9.5 houses per acre
- Option 4 provides for a mid-density housing scheme in a small 'estate' form. It is envisaged that the houses would be a mixture of detached and semi-detached, providing a mixture of three and four bedrooms

The estimated values to be released from this site would be as follows:

Estimated Short-term Value (3 years)	Estimated Medium Term Value (5 years)	Estimated Long-term Value (10 years)
£2.0 million per acre	£2.6 million per acre	£3.8 million per acre

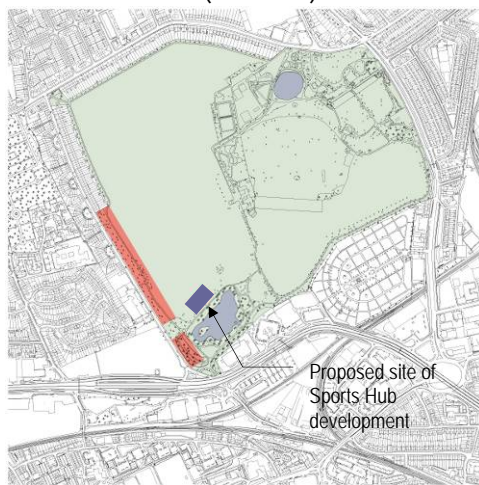
Option 5

- Commercial development
- In theory, commercial development in this location could be relatively flexible, providing 'courtyard' style office accommodation or leisure uses.

Given the limited demand we have not provided a value for this option.

7.5 Lionel Road North

Lionel Road North runs north to south along the western most edge of Gunnersbury Park. There is a ribbon development of 1930s semi-detached and terraced housing on the eastern side of the road and the Potomac Lake lies in the south-west corner surrounded by dense overgrown trees and shrubs. South of this corner runs the Great Western Road and the elevated section of the M4. In the triangle of railway lines to the south is the site of the proposed Brentford Community Stadium development. This area extends down from the existing band of housing to the south west corner of the Park. A break in the development would allow for a new access to be made to the site of the proposed Sports Hub development and create 2 distinct development sites, Lionel Road North Site 1 (4.5 acres) and Lionel Road North Site 2 (1.1 acres). Each site is considered in turn below.



Lionel Road North Site 1

In our opinion, this site represents the most realistic option for residential development in Gunnersbury Park. Historically, a section of the estate was sold off for residential development (the park side terraced housing along Lionel Road North, with potential development forming a continuation of the existing street line (as per Option 6).

Access should be relatively straightforward with direct access available from the existing public highway (Lionel Road North), without any requirement for new roads on-site, making this option more accessible than the alternative sites. The most likely contentious issue is the removal of the tree coverage. Higher density housing of flats would not be consistent with the existing houses to the north along Lionel Road North and therefore is likely to be more contentious. That said, on the opposite side of the road are three 'crescents' of terraced housing with communal landscaped areas to the front (and private rear gardens). On this basis, some higher density housing and even possibly two storey flats may be achievable.

Option 6

- 48 houses
- 10.7 houses per acre

- Option 6 provides for a continuation of the existing housing pattern from the northern part of Lionel Road North. The construction of similar sized housing and gardens is envisaged; providing a mixture of detached, semi-detached and terraced three and four bedroom houses with gardens.

The estimated values to be released from this site would be as follows:

Estimated Short-term Value (3 years)	Estimated Medium Term Value (5 years)	Estimated Long-term Value (10 years)
£2.0 million per acre	£2.6 million per acre	£3.8 million per acre

Option 7

- 96 houses
- 21.3 houses per acre
- Option 7 provides for higher density housing than the existing Lionel Road North development pattern, with smaller terraced and semi-detached, two and three bedroom properties with smaller gardens.

The estimated values to be released from this site would be as follows:

Estimated Short-term Value (3 years)	Estimated Medium Term Value (5 years)	Estimated Long-term Value (10 years)
£3.25 million per acre	£4.225 million per acre	£6.175 million per acre

Option 8

- Flats
- 135 units (assumed)
- 30 units per acre (assumed)
- Option 8 explores the possibility of providing two or three storey blocks of flats which would provide a higher density than both Option 6 and 7 above. The flats would be one, two and three bedroom, with communal gardens.

The estimated values to be released from this site would be as follows:

Estimated Short-term Value (3 years)	Estimated Medium Term Value (5 years)	Estimated Long-term Value (10 years)
£2.75 million per acre	£3.575 million per acre	£5.225 million per acre

Lionel Road North Site 2

The site comprises roughly 1.1 acres of parkland with moderate to heavy tree coverage in the south-west corner of the park. The land is situated between Lionel Road North and the Potomac Pond.

The site has similar characteristics to Site 1 above, it could however be considered more sensitive due to its proximity to the pond and nearby listed buildings. In our opinion, this site also represents a realistic option for residential development, for the reasons outlined above in respect of Site 1; these sites are the potentially least sensitive sites within the Park in terms of their impact on the historic core of the park. Like Site 1, access should be relatively straightforward with direct access available potentially from the existing public highway (Lionel Road North), without any requirement for new roads on-site. The most likely contentious issue is the removal of the tree cover. The other potential issue worth noting is the proposed site's close proximity to the Potomac Pond where listed building, aesthetic and environmental issues could conflict with any potential development.

Option 9

- 24 houses
- 21.8 houses per acre
- Option 9 provides for a similar housing density and form as Option 8 above.

Option 10

- 36 flats
- 32.7 units per acre
- Option 10 provides for a similar housing density as Option C above.

Given the shape of the plot and the form of the existing housing along Lionel Road North, we believe options 9 and 10 to be unrealistic in planning terms. We have therefore provided what we believe to be a more realistic proposal (Option 11), which provides for a lower density scheme

Option 11

- 12 houses
- 10.9 houses per acre
- Option 11 provides for a similar housing density and form as Option 7 above.

The estimated values to be released from this site would be as follows:

Estimated Short-term Value (3 years)	Estimated Medium Term Value (5 years)	Estimated Long-term Value (10 years)
£2.0 million per acre	£2.6 million per acre	£3.8 million per acre

7.6 Walled Garden

The site comprises an irregular shaped plot of land situated in a central position along the northern boundary of the park. It is currently occupied by a number of horticultural uses, including greenhouses and low rise buildings. The site occupies a relatively sensitive position within the park, immediately adjacent to Round Pond. The site could provide direct access from Pope's Lane.

In our opinion, sensitive commercial development may be considered more appropriate than residential development in this location. Commercial development is likely to take the form of a two storey courtyard workshop/office scheme, within a landscaped environment. Industrial or retail uses are not considered appropriate, although some studio/workshop accommodation may be suitable, particularly if related to the character and existing uses of the park. A continuation of the existing horticultural/farming related uses would also be considered appropriate, through the redevelopment, replacement or refurbishment of the existing buildings. This type of use, however, is unlikely to generate a particularly significant land value.

This option has not been considered further.

7.7 The Stable blocks

This area lies adjacent, to the north, of the Stable blocks on the eastern edge of the Park. The North Circular (Gunnersbury Avenue) runs to the east of the boundary wall. This site is in the vicinity of the listed Stable blocks and would require sensitive development in order to avoid compromising the setting of the Stable blocks. The location within the Park presents a number of access difficulties for pedestrians and vehicular transport. The conservation of the Stable blocks is a priority for Gunnersbury Park and enabling development should not constrain the potential use options.

This option has not been considered further.

7.8 Development Values

The following table summarises the options, the development values per acre and the total values likely to be achieved in the short, medium and long-term.

TABLE 7.1 GUNNORSBURY PARK ENABLING DEVELOPMENT ESTIMATED LAND VALUES								
Location	Size	Option	Short-term Value per acre £ million	Medium Term Value per acre £ million	Long-term Value per acre £ million	Total Short-term Value £ million	Total Medium Term Value £ million	Total Long-term Value £ million
South Paddock	5.9	1	1.50	1.95	2.85	8.85	11.51	16.82
South Paddock	5.9	2	1.00	1.30	1.90	5.90	7.67	11.21
Pope's Lane Entrance	4.2	3	1.25	1.63	2.38	5.25	6.83	9.98
Pope's Lane Entrance	4.2	4	2.00	2.60	3.80	8.40	10.92	15.96
Pope's Lane Entrance	4.2	5	-	-	-	-	-	-
Lionel Road North Site 1	4.5	6	2.00	2.60	3.80	9.00	11.70	17.10
Lionel Road North Site 1	4.5	7	3.25	4.23	6.18	14.63	19.01	27.79
Lionel Road North Site 1	4.5	8	2.75	3.58	5.23	12.38	16.09	23.51
Lionel Road North Site 2	1.1	9	-	-	-	-	-	-
Lionel Road North Site 2	1.1	10	-	-	-	-	-	-
Lionel Road North Site 2	1.1	11	2.00	2.60	3.80	2.20	2.86	4.18

The point at which these land values will be achieved is subject to considerable uncertainty. However, it may be prudent to plan on the basis of the short-term values as these will be achieved soonest and potentially within a 3 year period. In comparing the enabling development options and the short-term values achieved, the South Paddock could achieve a value of up to £8.8 million. A substantial sum but one that requires impinging on the historic core of the estate. This would be a significant step and one that should only be considered in the absence of any alternatives. As there are real alternatives the South Paddock options are not considered further.

The Pope's Lane entrance triangle provides an accessible site on the fringes of the historic estate. It has the potential to achieve a value of up to £8.4 million. This development site is less intrusive on the historic estate than the South Paddock development but neighbouring properties would be affected. In addition the access arrangements are not ideal. This remains an option but not a preferred option.

The remaining alternatives are the Lionel Road North Sites. Lionel Road North Site 1 has the potential to achieve a value of up to £14.6 million and Lionel Road North Site 2 has the potential to achieve a value of up to £2.2 million. This site is remote from the historic core, borders the playing fields and continues the existing pattern of development on the western fringe of the Park. The preferred option would be Option 7, the residential housing development. This achieves the highest value and provides an element of contingency if the value was not achieved within the necessary timescale. Option 11 provides a further extension and additional value, although we acknowledge that this is a more sensitive site.

8.0 PREFERRED OPTION

8.1 Introduction

The selection of a preferred option is made complex at Gunnersbury Park by a number of factors. It is neither possible nor advisable to decide on the future use of an individual building in isolation. The relationship with other buildings, the landscape setting and uses must be taken into account. There is an existing pattern of use in terms of the Park and the buildings with tenants, users and other interests. However, there are three fundamental principles which should be applied to the selection of the preferred option.

The preferred option must be deliverable. In short there must be a reasonable prospect of securing the necessary funding, the resulting operations must be sustainable, and it must meet the aspirations of the Conservation Management Plan.

The 4 options put forward in Section 6 can be ranked as follows:

Option A the Minimum Intervention, fails to secure the future of the key heritage assets. The Mansion Houses and the Stable blocks do not benefit from any investment in their restoration. While deliverable and sustainable, as it is a continuation of the current regime, it fails to meet the aspirations of the Conservation Management Plan, a key requirement for qualification as the preferred option.

Option B the Mixed Use Development, would secure investment in the Mansion Houses and the Stable blocks. However, there is a significant question mark around the deliverability of these options as they are unlikely to find favour with the Planning Authority and English Heritage. They challenge existing policy and would result in a loss of public access. While potentially sustainable as a result of the income from the lease of the Small Mansion House and the Stable blocks, this would come at a high cost in terms of the loss of heritage benefit.

Option C Restoration and Upgrading, would result in the restoration of the Mansion Houses, the Stable blocks, and improvements in the landscape setting for these heritage assets. A programme of investment would also secure the condition of the remaining heritage assets. This option would meet the aspirations of the Conservation Management Plan. The option would also be deliverable meeting the requirements of both the Planning Authority and English Heritage. It would also be deliverable in terms of funding although this would require enabling development, which in turn would require the appropriate permissions. This option would be sustainable based on the increased resources derived from a combination of new lease income, improved income performance of existing arrangements and a willingness of the Council's to support additional operating costs, justified by increase use of the Park and its facilities.

Option D Destination Development, would result in the restoration of the Mansion House, the Stable blocks, and improvements in the landscape setting for these heritage assets. The key differences from Option C relate to the sporting facilities and Tropical Forest. We are concerned that the enlargement of the proposed Sports Hub to include additional leisure facilities would not be sustainable, assuming that it was deliverable in terms of funding. The additional leisure facilities would result in the Gunnersbury Park leisure facilities competing with private leisure facilities. This would introduce a degree of market risk to the development. The Sports Hub development without the leisure facilities draws its competitive position from the sports pitches and these are not easily or quickly replicated. The sports hub is protected from competition in a way that the leisure facility would not be. The Tropical Forest attraction also introduces a number of risks. While we acknowledge that Tropical Forest requires a new home preferably in Hounslow, its introduction to Gunnersbury Park would result in a degree of competition with the museum. Tropical Forest's requirement to have a café would also potentially compete with demand for the facilities in the Small Mansion House, and inhibit the interest in leasing that facility as a restaurant and function venue. There are significant issues concerning both sustainability and deliverability of the Destination Development option.

8.2 Preferred Option

In identifying a preferred option for Gunnersbury Park we have been driven by the need to resolve many individual building issues and create a satisfactory response that allows the entire estate to function effectively. We have therefore determined that the resolution of the main heritage assets must be the priority. This means that any overall plan must address the plight of the large and Small Mansion Houses, the Stable blocks, the landscape and the museum. Once a future for these assets has been determined the remainder of the development package can be accommodated around these elements.

We have further suggested that the development of the heritage assets and the sporting assets should be considered as a package but then developed and implemented in separate programmes as a result of the different partners, delivery agencies and funding agencies involved.

The core and supporting elements of the preferred option is set out in the following table.

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

8.3 Indicative Funding Package

The following table, Table 8.2 sets out the proposed funding package. This demonstrates that with enabling development, successful funding applications to a range of potential funders, and support from Hounslow and Ealing Council's, the core heritage assets, the supporting heritage assets and sporting facilities could all be delivered and Gunnersbury Park transformed.

PURPOSE	SOURCE	FUNDING REQUIREMENT	AMOUNT
		£	£
Core Heritage Assets		22,400,000	
	Heritage Lottery Fund		3,500,000
	English Heritage		3,000,000
	London Borough of Hounslow		1,000,000
	London Borough of Ealing		1,000,000
	London Development Agency		800,000
	Enabling Development		13,100,000
	TOTAL		22,400,000
Supporting Heritage Assets		1,200,000	
	Heritage Lottery Fund		
	English Heritage		170,000
	London Borough of Hounslow		200,000
	London Borough of Ealing		200,000
	Enabling Development		630,000
	TOTAL		1,200,000
Sporting Assets		15,000,000	
	Sport England		
	London Borough of Hounslow	}	
	London Borough of Ealing	}	
	London Development Agency	}	12,000,000
	Football Foundation	}	
	Foundation for Sport and the Arts	}	
	National Sports Foundation	}	
	Enabling Development		3,100,000
	TOTAL		15,000,000
	GUNNERSBURY PARK TOTAL (Say)	38,600,000	38,600,000

9.0 CONCLUSIONS AND RECOMMENDATIONS

9.1 Introduction

The importance of Gunnersbury Park with its listed Mansion House, gardens and parkland, temple, orangery and Stable blocks is not in doubt and is confirmed by the Conservation Management Plan. The condition of Gunnersbury Park is similarly not under question. The Park is named by English Heritage as one of the 12 properties at risk and 9 of the individual buildings are on the Heritage at Risk Register.

The purpose of the option appraisal was to identify a range of options that addressed the condition of the Park and the Buildings and meet the aspirations for the whole as set out in the Conservation Management Plan. A key aspect of the option appraisal has been to consider Gunnersbury Park as a single entity for which a solution is required, rather than as a series of individual or discrete problems that are to be resolved in isolation.

9.2 Conclusions

The option appraisal has considered a very large number of options for the use of the varied heritage and sporting assets provided within Gunnersbury Park. The first step in the option appraisal was to compile a long list of potential uses based on a review of the Park, discussions with stakeholders, a review of previous reports on Gunnersbury Park, and consideration of other recent Park developments

The long list was subjected to an independent assessment of the likely deliverability and sustainability to highlight those options that would not meet the aspirations of the Conservation Management Plan, or were unlikely to be delivered as a result of some other impediment. The long list was narrowed down to a series of scenarios that considered different approaches and directions for the development of Gunnersbury Park. The scenarios are summarised in the following table.

**TABLE 9.1
SCENARIO SUMMARIES**

Scenario	Large Mansion House (Museum)	Small Mansion House	Stable blocks	Walled Garden	Orangery	Sports
Continue as is (Do-nothing)	No change. (audit of museum collections)	No change.				
Do-minimum	Enhance museum.	Convert to exhibition/ conference/ function space.	No change.	No change.	Refurbish for wedding ceremonies.	Refurbish changing rooms at Model farm.
Maximise community benefit	Ground floor converted to restaurant with exhibition/ conference/ function space. Upper floors converted to holiday lets.	Relocate museum. Upper floors as storage.	Mothball.	Capel Manor to take over entire Walled garden.	Convert to educational classrooms.	Sports hub developed north of Potomac Lake.
Maximise commercial opportunities	Leased to developer for use as hotel, office, residential or school. Museum collections moved off site.		Holiday lets.	To include the relocated Tropical Forest.	Convert to restaurant.	Sports Hub including a private leisure centre.
Destination development	Upgrade to Museum of Middlesex. Exhibition facilities.	Convert to restaurant with function and event space.	Arts galley.	To include the relocated Tropical Forest.	Convert to quality tearoom.	Sports Hub including a private leisure centre.

The scenarios contained a number of options for the use of the key heritage buildings and these were subjected to a more detailed appraisal based on their likely deliverability and sustainability. A key aspect of the deliverability has been the consideration of the Heritage Impact of proposed uses and whether this would be likely to obtain approval from the Planning Authority and English Heritage. Where the introduction of new uses would take the buildings out of public use to create private buildings, and remove access to part of the Park surrounding those buildings in private use, we have generally rejected these uses on the grounds of the extent of the adverse heritage impact.

The deliverability has also considered the impact on the public benefit and where this would be substantially reduced we have similarly rejected those uses. In terms of sustainability we have considered the potential user demand for existing and new uses and also the impact on the financial viability of those uses.

The assessment of the development scenarios allowed a more focussed series of options to be developed. These are summarised in the following table. The subsidiary buildings were also considered and potential uses identified for these where possible but are not included in the following table.

**TABLE 9.2
GUNNERSBURY PARK OPTIONS**

	Option	Option	Option	Option
	A	B	C	D
	Minimum Intervention	Mixed Use Development	Restoration and Upgrading	Destination Development
CORE ASSETS				
Heritage Assets				
Large Mansion House	Continue as is with museum use and no restoration.	Building restoration and enhance museum.	Building restoration and reuse as restaurant and function venue.	Building restoration and upgrade museum.
Small Mansion House	Continue as is with ad-hoc use, no restoration, and accept gradual decline in building condition.	Building restoration and lease as offices.	Building restoration and reuse as museum.	Building restoration and reuse as restaurant and function venue.
Stable blocks	Continue as is with stabilisation and protection.	Restoration of building façade and reuse as holiday lets.	Building restoration and reuse as accessible museum store.	Building restoration and reuse as art gallery
Landscape Features	Continue as is with no changes	Remove the detrimental elements (e.g. pitch and putt and tennis courts) but with no reinstatement of lost features and no introduction of new 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.	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. Include cycle paths, trim track, other informal leisure facilities.

**TABLE 9.2
GUNNERSBURY PARK OPTIONS**

	Option	Option	Option	Option
	A	B	C	D
	Minimum Intervention	Mixed Use Development	Restoration and Upgrading	Destination Development
Sporting Assets				
Sports Facilities	Continue as is with no changes.	Upgrade existing changing rooms.	Introduction of the Sports Hub.	Introduction of the Sports Hub with leisure facilities

Each of the options set out in the above table was costed. The costs ranged from an estimated £22 million for Option B (Mixed Use Development), £39 million for Option C (Restoration and Upgrading) to £49 million for Option D (Destination Development). Option A was costed but on the basis that the amount and timing of estimated expenditure cannot be known with any great certainty. The estimated repair and maintenance costs at Gunnersbury Park could amount to £5 million over the next 5-10 years based on the current condition of the buildings. This demonstrates that the minimum intervention has a significant cost, albeit one that cannot be strictly qualified or scheduled.

Apart from Option A, which does not meet the aspirations of the Conservation Management Plan, the other options would all require substantial funding support if they are to be implemented. Based on our assessment of the likely levels of funding available, each option would have a funding shortfall. To address the funding shortfall we have considered the scope for enabling development. Enabling development is development that is contrary to established planning policy and is only allowed where the public benefits outweigh the costs or impacts. In the case of Gunnersbury Park the enabling development would involve the sale or lease of land to a developer for residential or commercial development.

A number of sites were considered for enabling development but we have identified a site adjacent to Lionel Road North that is the least intrusive site for such development. This would involve the disposal of up to 5.6 acres of land with the funds raised being invested in Gunnersbury Park. Permission for enabling development would have to be obtained from English Heritage and they would have to be satisfied with the proposed justification.

9.3 Recommendations

This option appraisal has considered a variety of scenarios and options for Gunnersbury Park. However, the process of appraising possible options has narrowed down the deliverable and sustainable options to a single option that achieves the aspirations set out in the Conservation Management Plan and is also deliverable and sustainable. Other options exist but these can be discounted as they either do not meet the aims and objectives of the Conservation Management Plan (Option A the Do Minimum Option and Option B the Mixed Use Development) or would not be deliverable because the capital funding requirement is too great (Option D Destination Development).

This results in a single option remaining for consideration. Option C the Restoration and Upgrading option meets the requirements of the Conservation Management Plan and is considered to be deliverable and sustainable. Option C should be considered further. The further consideration should include a public consultation on the future for Gunnersbury Park if this option were to be adopted by the Councils.

If there is general support for investment in Gunnersbury Park then the next steps for the development of this option would involve the following:

Preliminary Development

- Development of an overall Project Programme to identify the sequence of works and a series of preferred packages.
- Preliminary discussions with potential funding agencies to discuss potential funding applications: to include timings and possible levels of funding.
- Development of proposals for the main heritage assets (Large Mansion, Small Mansion and Stable Blocks) to RIBA Stage B.
- Development of proposals for the garden and Park to RIBA Stage B equivalent
- Preparation of an outline cost plan for the proposed works
- Preparation of a Prospectus for the Lionel Road North Site(s)
- Preparation of initial funding applications to Heritage Lottery Fund and English Heritage and other main funders
- Development of an outline business plan to cover the implementation of the proposed project. This would address the organisational requirements for the implementation of a major capital project and consider the issues raised in previous reports about the most appropriate governance and management structure.

Detailed Development

- Development of proposals for the main heritage assets (Large Mansion, Small Mansion and Stable Blocks) to RIBA Stage D.
- Development of proposals for the garden and Park to RIBA Stage D equivalent
- Preparation of a detailed activity plan to address training, education, volunteering and learning.
- Preparation of an Interpretive Plan and Exhibition Design to RIBA Stage D equivalent.
- Preparation of a detailed cost plan for the proposed works
- Development of a detailed business plan to cover the implementation of the proposed project.
- Development of a detailed operational plan to cover the subsequent operations at Gunnersbury. This would address the organisational requirements for the operation of Gunnersbury Park in the post project period and identify the most appropriate governance and management structure.

APPENDIX A

STAKEHOLDER CONSULTATIONS

A.0 STAKEHOLDER CONSULTATIONS

The following table presents a list of the stakeholders consulted as part of the appraisal process:

TABLE A.1 STAKEHOLDER CONSULTATIONS		
Name	Role	Organisation
Richard Gill	Development & Regeneration Manager	London Borough of Hounslow
Peter Thompson	Leader of Hounslow Council	London Borough of Hounslow
Jason Stacey	Leader of Ealing Council	London Borough of Ealing
Adrian Lee	Lead Member Hounslow	London Borough of Hounslow
Phil Taylor	Lead Member Ealing	London Borough of Ealing
Felicity Barwood	Hounslow Ward Councillor	London Borough of Hounslow
Joanna Dabrowska	Ealing Ward Councillor	London Borough of Ealing
Samantha Davies	Hounslow Ward Councillor	London Borough of Hounslow
Matt Harmer	Ealing Ward Councillor	London Borough of Ealing
Lee Dawson	Head of Corporate Property	London Borough of Hounslow
Peter Lipman	Director of Cultural Services Ealing	London Borough of Ealing
Steve Marshall	Head of Leisure and Green Spaces Ealing	London Borough of Ealing
Jonathan Kirby	Head of Major Projects and Development Ealing	London Borough of Ealing
Mike Jordan	Head of Planning	London Borough of Hounslow
James Wisdom	Chair	Friends of Gunnersbury Park
Tony Purdy	Owner	Tropical Forest
Claire Griffiths	General Manager	John Laing Integrated Services
Julian Rudd	Director	MELA
Vanda Foster	Curator	Gunnersbury Park Museum
Tony Monaghan	Manager	Capel Manor Horticultural College
Steve Dowbiggin	Chief Executive	Capel Manor Horticultural College

TABLE A.1 STAKEHOLDER CONSULTATIONS		
Name	Role	Organisation
Madeline Hall	Head of College	Capel Manor Horticultural College
Roy Cowley	Branch Manager	Greenscene/PHS
Lee Doyle	Chief Executive	Brentford FC Community Sports Trust
Julia Robertson	Sports Development Team Manager	Active Ealing
Daniel Hearsom	Chairman	Pembroke Lodge, Richmond
Prof Chris Birch	Pro Vice Chancellor	Thames Valley University
Graeme Baker	Head of Widening Participation	Thames Valley University
Karen Adams		Parents in Touch

APPENDIX B

TRAINING OPPORTUNITIES

B.1.0 TRAINING OPPORTUNITIES

B.1.1 Introduction

A key objective of Gunnersbury Park is to create employment and training opportunities by:

- Employing local people in the conservation of heritage assets
- Providing training opportunities during the conservation process
- Providing on-going employment, training and education opportunities once the project is complete
- Ensuring the project becomes a recognised location for innovation and development of the local economy
- Continuing the development of a link or mechanism between the learning sector, business and industry in the area e.g. creative industries

Training opportunities may come from a number of different areas:

1. Education
2. Heritage
3. Horticulture
4. Sport
5. Hospitality
6. Community Enterprises

B.1.2 Education

The Victorian kitchen in the Large Mansion House is a popular educational facility attracting over 12,000 visits per annum from many of the local primary schools. This is an excellent resource and opportunities to develop it further should be exploited in conjunction with a refreshed museum offering. This could be enhanced by the appointment of an educational officer with the responsibility for developing and delivering a learning programme. They would realise the potential of the museum's collections as learning resources for visitors and the wider community, developing and delivering both informal and formal learning opportunities.

Thames Valley University has a campus within 15mins walk of Gunnersbury Park and has expressed a strong desire to explore opportunities to link its students with activities in the Park. Student involvement could range from volunteering to work placements.

Thames Valley University has identified a number of strengths in its courses that could be exploited with Gunnersbury Park. Within the Faculty of Arts, students study curatorial and archiving skills as well as events management and a full breadth of arts subjects. Sports Scientists study sports management and horticultural courses include park landscaping and park maintenance. Thames Valley has one of the strongest catering schools in the UK which could lead to opportunities for events, functions and

restaurant activities. Students currently work with local schools in the areas of health, tourism and hospitality and this could be extended to Gunnersbury Park.

B.1.3 Heritage

Conservation of the heritage assets in the Park will offer a number of opportunities

Work Placements - Technical work placements could be offered during the delivery of appropriate elements of conservation work. Work placements could be offered in partnership with Thames Valley University and other institutions with an interest in the conservation and restoration of the historic built environment.

Community Work and Accessing the Collections – Refreshment of the museum offering will create opportunities to develop innovative approaches to encouraging access to collections in storage. Staff at the museum could share their experiences of developing a project for the local community with a range of other organisations across the Boroughs of Ealing and Hounslow.

Work Experience - Work experience placements could be offered to school children to provide a greater understanding of how the museum operates and to encourage wider and broader engagement with heritage professions.

Modern Apprenticeships – There may be opportunities to offer apprenticeships through contractors appointed to carry out conservation and renovation work.

B.1.4 Horticulture

Gunnersbury Park is a valuable resource as both a landscaped open space benefiting the community for formal and informal recreation. Additionally, it is a haven for nature conservation containing protected species.

Capel Manor is a Horticultural Training College, with a base within the Walled Garden, and offers structured training courses in horticulture, garden design, floristry, arboriculture, and animal husbandry. There would be opportunities for students to become actively involved in the landscaping and design of the Park in conjunction with their coursework. Additionally, Capel Manor can offer formal training as part of modern apprenticeships for contractors working in the Park. If a children's farm is created at the Model Farm site there would be a good synergy with the animal care studies provided at the site. John Laing Integrated Services is a leading facilities management business and holds a three year contract to operate the museum and maintain the grounds and landscaping of the Park. There may be opportunities for John Laing to create work placements and apprenticeships as part of this service.

B.1.5 Hospitality

The development of a hotel in the mansion houses would generate many opportunities in the hospitality sector including catering and travel and tourism. These opportunities may lend themselves to the creation of Knowledge Transfer Partnerships in conjunction with Thames Valley University (TVU) or other local higher education providers. In addition, TVU have created a Widening Participation team with the aim of improving opportunities for a broader range of less represented students. They work with local schools and colleges across London to organise university taster sessions and other activities aimed at target students.

As part of the hotel development a training kitchen could be incorporated providing opportunities for young adults. Additionally, a kitchen garden could be reinstated within the Walled Garden with the assistance of Capel Manor

B.1.6 Sports

If a Sports Hub is created within the grounds of the Park there would be many training opportunities in the fields of coaching, exercise and sports therapy. The Brentford FC Community Sports Trust has strong linkages with local schools and communities and delivers Key Stage 1 and 2 lessons of the National Curriculum for schools. In addition, they developed and deliver the Advanced Training Programme which provides a comprehensive high quality football programme that meets the needs of aspiring young football players and gives them opportunities to achieve their potential.

The Tennis Foundation wants to get people playing in parks by helping to build Beacon Operations to provide local communities with free access to tennis. This would provide affordable high quality coaching and a safe, social community tennis centre to allow social interaction of all ages.

If the Potomac lake environment is enhanced the Hooked on Fishing Charitable Trust would be interested in working with local communities to provide fun and interactive training around the sport of angling. They help to train and develop peer mentors at the same time as encouraging young people to take an active part in the running of local schemes. Their programme is designed with the help of young people to give the participants more confidence and to demonstrate that there are alternative pathways and better opportunities available to them.

B.1.7 Community Enterprises and Volunteering

A community enterprise is a trading social enterprise which serves a community by selling goods and services and has a long-term commitment to create jobs or provide a service for members of the community. Retail facilities within the Park could be operated as community enterprises with the greater benefits accruing to the local community.

People volunteer for a variety of different reasons including gaining work experience and skills improvement. Opportunities for volunteering could include:

Hosting - This opportunity will involve welcoming visitors, distributing interpretive materials/devices, providing guidance to individual visitors and assisting groups of visitors during tours, lectures, workshops, etc.

Guiding/Activity Leading - This opportunity would involve delivering general and thematic guided tours, lectures and workshops

Community Engagement - Volunteers would have the opportunity to engage with local community groups through a community engagement programme

Other – Assistance, from time to time, with publicity, public surveys, the organisation of exhibitions, etc.

APPENDIX C

GUNNERSBURY PARK COVENANT

C.1.0 GUNNERSBURY PARK COVENANT³

C.1.1 Properties

There are two groups of properties surrounding Gunnersbury Park that are affected by the covenant:

- A) Covenant 131-145 Popes Lane
 259-288A Popes Lane
 1-101 Lionel Road
- B) No covenant 147-257 Pope's Lane – Covenant does not apply to these properties

C.1.2 History

In 1979, there was an application to modify the covenant to permit the ground floor of the Small Mansion to be used as a training centre for local authorities' park staff and teaching staff

The tribunal was satisfied: *"...that the continued existence [of the covenant] would [not] impede the reasonable user of the land for public or private purposes"*. It was also satisfied that a case had been made out under section 84(1) (c) that *"...the proposed modification will not cause any injury to the persons entitled to the benefit of the restrictions"*.

In 1992/3, there was a further application to permit part of the Nursery to be used as a Commercial Nursery for Wholesale Trade. The application also succeeded.

C.1.3 Modification

Applications for modification could be made under the following grounds:

- The original purpose of the covenant can no longer be served
- The covenant (unless modified) would impede some reasonable use of the land for public or private purposes. It is sufficient to show that some, not all, reasonable use would be impeded by the covenant. What is relevant is the ultimate use, not the short term disturbance:
 - If the proposal is unlikely to have any adverse impact on properties with the benefit of the covenant then the covenant is not securing for them any practical benefit
 - If the net outcome is a greater likelihood that significant buildings will be maintained in good condition and the environment of the Park improved then the public interest will be served by the modification – this would mean the interests of the public as a whole.
- The proposal will not impact adversely on properties having benefit of the covenant (i.e. increased traffic, access to mansions, noise, visual intrusion, loss of privacy).

Any proposal would need to satisfy the following requirements:

³ Synopsis from report "In The Matter of the Gunnersbury Park Property", Thirteen Old Square Chambers, 16th January, 2009

- Must have a viable scheme
- Planning permission should be obtained
- Impact (and lack of impact) on properties benefiting from covenant
- Explanation as to why there is insufficient public money and is not a result of neglect.
- Local Authority responsibilities
- Benefits of proposal – particularly if financial gain can be retained by the Park
- Consequences of maintaining the status quo

C.1.4 Compensation

Any claim for compensation would need to demonstrate that a property would be diminished in value by a change to the covenant. The onus would be on the property holder to demonstrate financial loss.

APPENDIX D

OTHER STAKEHOLDER ORGANISATIONS

D.0 OTHER STAKEHOLDER ORGANISATIONS

Other stakeholder organisations are presented in the sections below.

D.1 Mayor of London – Greater London Authority

The Mayor of London sets the budget for five organisations, which are known as the GLA Group and comprise:

- The Greater London Authority
- Transport for London
- The Metropolitan Police Authority
- The London Development Agency
- London Fire Brigade

The Greater London Authority (GLA) is responsible for setting strategic policy across London in a range of policy areas, including those relevant to the development of Gunnersbury Park, economic development, planning, culture and environment. GLA strategies and policy documents which relate to these areas and have implications for the Park are described below.

D.1.1 Greater London Authority – The London Plan

The London Plan (the current version of the plan was published in February 2004 with some revisions in December 2006, therefore, there might be a further update published in the near future) is the spatial strategy for London which provides the city-wide context within which the individual boroughs must set their local planning policies. Therefore, proposals for development, particularly any new build, at Gunnersbury Park need to take account of the London Plan. A great number of policies in the plan might have relevance to proposals for the Park, the most pertinent are shown below.

- *3A.1 Increasing London's supply of housing (P54)*
- *3A.2 Borough housing targets (P55)*
- *3B.10 Tourism industry (P97)*
- *3D.5 Sports facilities (P138)*
- *3D.6 Visitor accommodation and facilities (P139)*
- *3D.7 Realising the value of open space (P142)*
- *3D.9 Metropolitan open land (P144)*
- *4B.10 London's built heritage (P183)*
- *4B.11 Heritage conservation (P183)*
- *4B.12 Historic conservation-led regeneration (P183)*

D.2 London Development Agency - Economic Development Strategy

The London Development Agency (LDA) is one of the nine Regional Development Agencies set up by the Government to drive forward economic development in the regions of England. The LDA is also a functional body of GLA so contribute to the delivery of the Mayor of London's priorities for the city. The LDA has prepared the Economic Development Strategy for London to set out a plan for the growth of London's economy to 2016. The strategy identifies the following four major investment themes:

- Investment in London's places and infrastructure
- Investment in people
- Investment in enterprise
- Investment in the marketing and promotion of London

The action plan in the strategy identifies specific programmes and areas for development, a number of which are relevant to the future of Gunnersbury Park. The most pertinent action point in the plan is, *"increase the appeal of less visited parts of London as a destination"*.

D.3 Sport England

Sport England is the Government agency responsible for the development of the community sports system in England. The organisation is committed to the following England-wide targets:

- *One million people taking part in more sport*
- *More children and young people taking part in sport for five hours every week*
- *More people satisfied with their sporting experience*
- *25% fewer 16-18 year olds dropping out of five sports*
- *Improved talent development in 25 sports*

The Sport England Strategy 2008-2011 provides more details on the organisation's aims and objectives. Sport England is also a statutory consultee on planning applications which affect playing fields and provides advice on the type of sports facilities are needed where. For any developments relating to the playing fields at Gunnersbury, the following needs to be considered:

Any planning application that affects a playing field has to be referred to Sport England for comment by the local authority. It is Sport England's policy to object to any planning application, which will result in the loss of a playing field, unless it meets one of five exceptions as defined in Planning Policy Statement – A Sporting Future for the Playing Fields of England.

APPENDIX E
MARKET APPRAISAL

E.0 MARKET APPRAISAL

E.1 Introduction

This market appraisal considers a number of user groups for Gunnorsbury Park. This includes visitors to the museum, the Victorian Kitchens and the market for functions including weddings.

E.2 Visitor Market

The potential user market for Gunnorsbury Park Museum can be examined by reference to the following user groups:

- Local residents
- Day visitors
- Tourists: Domestic and Overseas
- Formal Education

These are examined in turn below

E.2.1 Local Residents

The local market is considered to be the immediate area around Gunnorsbury as well as the adjacent boroughs to Hounslow and Ealing.

Area	Population
Hounslow	212,341
Ealing	300,948
Brent	263,464
Hammersmith & Fulham	165,242
Richmond	172,335
Kensington & Chelsea	158,919
Wandsworth	260,380
Total	1,533,629
<i>Source: 2001 Census</i>	

In the surrounding area, Ealing, Brent and Wandsworth have the largest populations.

E.2.2 Day Visitor Market (London Market)

The day trip market for Gunnorsbury is taken to be London. The 2001 census, the most recent one, reports the population of London as 7,172,091.

E.2.3 Tourists

Although tourists are not the primary market for Gunnelsbury, it is relevant information when exploring the future growth of the Park as well as understanding the potential accommodation market.

The following table shows the number of visits, number of bednights and spend of both domestic and overseas visitors.

Visits (m)	2000	2002	2004	2006	2007p	2008f
Domestic*	18.5	16.1	12.8	10.96	10.1	9.8
Overseas	13.1	11.6	13.4	15.6	15.35	15.4
Total Visits	31.6	27.7	26.2	26.6	25.45	25.2
Nights						
Domestic*	42.4	35.4	29.7	24.6	23.4	22.8
Overseas	82.0	75.4	90.2	101.1	95.7	94.8
Total Nights	124.4	110.8	119.9	125.7	119.1	117.6
Spend (£bn)						
Domestic*	3.1	2.8	2.8	2.27	2.2	2.15
Overseas	6.9	5.8	6.4	7.8	8.2	8.6
Total Spend	10.0	8.6	9.2	10.1	10.4	10.75
*pre 2005 data is not strictly compatible with recent years / p – preliminary figures / f – forecasts						
<i>Source: Visit London</i>						

The following table shows the 10 most popular visitor attractions in London and their visitor numbers from the last five years.

	2003	2004	2005	2006	2007	Paid / Free
	(000's)	(000's)	(000's)	(000's)	(000's)	
British Museum	4,584	4,868	4,536	4,838	5,400	F
Tate Modern	3,896	4,441	3,902	4,915	5,200 E	F
National Gallery	4,360	4,960	4,202	4,562	4,159	F
National History Museum	2,857	3,240	3,078	3,754	3,652	F
Victoria & Albert Museum	2,257	2,011	1,920	2,373	2,810	F
Science Museum	2,887	2,154	2,020	2,440	2,713	F
Tower of London	1,972	2,139	1,931	2,084	2,064	P
St. Paul's Cathedral	711	714	1,395	1,624	1,624	P
National Portrait Gallery	1,315	1,516	1,540	1,601	1,608 E	F
Tate Britain	1,107	DK	1,739	1,597	1,600 E	F
<i>Source: Visit Britain</i>						

E.2.4 Formal Education

The education market consists of the same area as that of the local residents market.

The following table examines the number of primary and secondary schools there are in the local area borough councils as well as the number of students.

TABLE E.4				
SCHOOL NUMBERS AND PUPIL NUMBERS				
	Primary Schools	Primary Pupils	Secondary Schools	Secondary Pupils
Hounslow	60	19,060	14	16,680
Ealing	64	26,550	12	15,350
Wandsworth	56	17,450	10	10,430
Richmond	41	13,010	8	7,130
Hammersmith and Fulham	35	9,740	8	6,020
Kensington and Chelsea	26	7,030	4	3,510
Brent	59	23,310	13	16,580
Total	341	116,150	69	75,700

E.2.5 Local Market Attractions

E.2.5.1 Hounslow Local Market Attractions

Hounslow is home to a wide-ranging group of museums and galleries. This group includes, Gunnersbury Park Museum, Chiswick House, Hogarth's House, Fullers Brewery Museum, Syon House, Boston Manor House, Osterley Park and House, The Musical Museum and Kew Bridge Steam Museum.

The following table shows the number of annual visitors for other visitor attractions in Hounslow for the last 5 years.

TABLE E.5 HOUNSLOW ATTRACTIONS – ANNUAL VISITORS						
	Visits by year					Free or Paid
	2003	2004	2005	2006	2007	
Chiswick House	10,921	11,653	13,166	9,953	9,552	P
Syon House	30,473	27,237	23,361	-	-	P
Osterley Park & House	23,126	23,046	23,222	23,467	37,414	P
Boston Manor House	(closed)	1,150	1,610	-	-	F
Kew Bridge Steam Museum	16,534	16,745	16,511	18,192	14,222	P
Tropical Forest	50,000e	50,000e	50,000e	50,000e	50,000e	P
Gunnelsbury Park Museum	-	-	-	-	37,000	F

Sources: England Visitor Attraction Guides 2005, 2006 and 2007
e - estimated

E.2.5.2 Ealing Local Market Attractions

Ealing has the following museums, PM Gallery and House, London Transport Museum Depot and London Motorcycle Museum.

TABLE E.6 EALING ATTRACTIONS – ANNUAL VISITORS						
	Visits by year					Free or Paid
	2003	2004	2005	2006	2007	
PM Gallery & House	DK	DK	DK	21,836	20,435	F
London Motorcycle Museum	DK	DK	DK	DK	DK	P
London Transport Museum Depot	DK	DK	DK	DK	DK	

Sources: England Visitor Attraction Guides 2005, 2006 and 2007
DK – don't know, figures not reported

E.2.5.3 West London Market Attractions

The following table shows the annual visitor numbers for other visitor attractions in West London for the last 5 years.

TABLE E.7 WEST LONDON ATTRACTIONS – ANNUAL VISITORS						
	Visits by year					Free or Paid
	2003	2004	2005	2006	2007	
BBC Television Centre Tours	35,000	37,000	45,000	50,000	53,000	P
Museum of Rugby and Twickenham Stadium Tours	22,000	32,000	21,463	19,745	22,033	P
Kew Gardens (Royal Botanic Gardens)	1,061,691	1,063,384	1,354,928	1,215,206	1,319,917	P
Battersea Park Children's Zoo	100,000e	100,000e	100,000e	100,000e	100,000e	P
Hampton Court Palace	503,627	498,377	449,957	473,013	DK	P
<i>Sources: Visitor Attraction Guides 2005, 2006 and 2007; Battersea Park Website</i> <i>e – estimated</i> <i>DK – don't know, figures not reported</i>						

E.2.6 Museums

E.2.6.1 Local Museums

The following section examines the museums of Hounslow and Ealing.

The Musical Museum - The Musical Museum is home to a large and wide-ranging collection of automatic instruments. The museum not only showcases the instruments but it also explains the context of their use, ownership and historical development.

Kew Bridge Steam Museum - The Kew Bridge Steam Museum displays the world's largest collection of steam pumping engines. The museum is owned and operated by a registered charity, The Kew Bridge Engines Trust and Water Supply Museum Limited and was opened in 1975. The building which houses the museum was originally built in the 19th century and was designed to supply London with water. The museum has two major exhibits, The Cornish Engines and The Rotative Engines. On the weekends, many of these engines are operational.

London Motorcycle Museum, Ealing - The London Motorcycle Museum (LMM) was established in its present form in 1997. It is located in a restored Stable Block on an old farm in Ealing. The museum has over 150 exhibits with much more not currently on display. The museum also hosts educational visits. The site also houses a local history centre which is run by 2 local historians. The history centre has information and exhibits showcasing the whole of Middlesex. The museum is open on Saturdays and Sundays as well as Bank Holidays from 10.00 until 16.30. Admission costs are £3.00 for adults, £1.50 for OAPs and £0.50 for children (5 – 14) and free for under 5's. There are disabled toilets as well as disabled access to the café on site.

The Geffrye Museum, London - This museum is set within an 18th century almshouses with a contemporary wing which is surrounded by period gardens. There is a programme of seminars,

workshops, drama and music for all ages and interests. The museum also has a restaurant, shop, lecture hall and areas for hire.

E.2.6.2 London Museums

The following section looks at comparable museums in London.

Museum of Croydon - The Museum of Croydon is part of the Croydon Museum and Heritage Service and was opened, in its present form, in September of 2006. The Museum of Croydon consists of The Riesco Gallery, Croydon Art Collection, an oral history collection as well as temporary exhibitions and special events and activities. The Riesco Gallery is a collection of Chinese ceramics dating back to 2500 b.c. The Croydon Art Collection consists of over 2000 paintings, many of which depicting local scenes and landmarks as well as paintings from more renowned artists. The museum is open Mondays to Saturdays from 10.30 – 17.00 and is closed on Sundays and bank holidays. Admission to the museum is free.

Museum of Richmond - The Museum of Richmond was opened in its present form in October of 1988 by Queen Elizabeth II. The museum focuses on the heritage of Richmond but also exhibits information on Ham, Petersham and Kew. The museum covers a time period from medieval times to the present day. The museum holds regular adult learning events such as scheduled talks and historically relevant films. Around 3 – 4 events are held every month. Less frequently, the museum holds family activity days where children can learn about history through doing things such as recreating Tudor jewellery. The museum is open Tuesdays to Saturdays from 11.00 – 17.00 and is closed Mondays and Sundays as well as public holidays. The museum is committed to assisting visitors with disabilities and seeks to increase access wherever possible. Admission to the museum is free.

E.2.7 Penetration Rate Analysis

A visitor market penetration rate analysis has been prepared and the following table indicates the potential visitor market for Gunnersbury Park Museum.

Market	Market Size	Market Penetration Rate			Visits		
		Low	Medium	High	Low	Medium	High
Local Residents	1,533,629	1.25%	2.00%	2.75%	19,170	30,673	42,175
London Residents	7,172,091	0.05%	0.10%	0.15%	3,586	7,172	10,758
Domestic Tourists to London	10,960,000	0.02%	0.03%	0.04%	2,192	3,288	4,384
Overseas Tourists to London	15,600,000	0.01%	0.02%	0.03%	1,560	3,120	4,680
					26,508	44,253	61,997
Education Market							
Primary Students	116,150	10.00%	10.00%	10.00%	11,615	11,615	11,615
Secondary Students	75,700	1.00%	1.00%	1.00%	757	757	757
					12,372	12,372	12,372
TOTAL					38,880	56,625	74,369

The medium scenario was considered to be the most appropriate and indicates that visitor numbers of approximately 57,000 per annum would be achievable.

E.2.8 Visitor Market Summary

Gunnelsbury Park Museum currently attracts a mainly local audience supplemented by visits from day visitors and domestic and overseas tourists. There is scope to increase the level of visitation from each of these markets if the museum is both sufficiently attractive and appropriately marketed.

E.3 Weddings, Conferences and Functions

Weddings, civil ceremonies and re-affirmations are part of a potential market and income stream presently unexplored and untapped by Gunnelsbury Park. Related to this market is the market for conferences and functions. This section examines a few of the comparators and competitors offering these services in the local area.

E.3.1 Local Wedding Comparators

Hounslow presently has 11 premises that are licensed to hold wedding ceremonies. The following is a list of all of these premises.

- The Victorian Room
- Brentford Football Club
- Chiswick House
- Chiswick Moran Hotel
- Great Hall, Syon House
- Griffin Suite, Master Roberts Hotel

- Osterley Park House
- Spring Grove House
- Sunset Suite, Horizons
- State Dining Room, Syon House
- Waterfront, The Holiday Inn Hotel

Syon Park & House - The property is capable of hosting large events and weddings and is quite flexible to accommodate different requests. For weddings, Syon Park has available the Great Hall, the Great Conservatory and Marquees in the Grounds. The Great Hall is used for civil ceremonies and can hold up to 120 seated guests. Hires are on Friday and Saturday evenings from April until October. There is an inner courtyard for post-ceremony drinks, but other arrangements can be made in the case of inclement weather. The Great Conservatory is the location of most of the weddings at Syon Park. The Conservatory can accommodate 150 seated guests for a meal or 200 standing for a buffet. The hire is from 18.00 – 00.00 with guests leaving by 01.00. Marquee weddings are subcontracted to an event management company called 'The Ultimate Experience'. Marquee weddings are available from May to September and due to the variety of space available in the grounds, can accommodate groups ranging from 200 – 2000. For corporate events and other hires, the same buildings and access to the grounds are available for use.

Chiswick House - The venue can be hired out for weddings or other events. Inside, there is dining space available for between 2 – 96 guests and a marquee in the courtyard can hold up to 150 guests. There is also room for a drinks reception for up to 150 guests in the house. In 2009, The House is available for hire from May to September from 12.00 – 23.00 Thursday to Saturday. Other days of the week, the house is available for evening functions from 19.00 – 23.00.

Osterley Park & House - Osterley Park and House is available to hire for weddings from April to September on Saturdays between 11.00 – 00.00. There are two main sites available for use; they are the Entrance Hall for ceremonies of up to 100 people and the Front Lawn for marquees of up to 250 people. A drinks reception is also available for 100 people on the West Lawn.

TABLE E.9 WEDDINGS AT OSTERLEY PARK & HOUSE		
	Cost	Capacity
Entrance Hall	£1,850 + VAT	100
Front Lawn (Marquee)	£3,000 + VAT	250
<i>Source: Osterley National Trust Website</i>		

Boston Manor House - Parts of the House are available to hire for weddings, but no information is available regarding this. As the house does not hold a wedding license from the Hounslow Registrar office, it is likely that it can only be hired for wedding receptions and not wedding ceremonies and, therefore, is not in direct competition with the fully licensed venues of the borough.

Pembroke Lodge (Richmond Park) - Pembroke Lodge prides itself on its wedding services. The House is a listed Georgian Mansion sitting on a high point in Richmond Park. The Lodge is flexible in terms of what wedding services it can provide, however, there are two staples which are the most popular, and they are the Belvedere Room and the Russell Suite. The Belvedere Room is used for larger weddings. There is room for up to 140 seated guests and it is custom-built for weddings. There is also a large terrace that provides views overlooking the Thames Valley. The following table shows the rates for hiring The Belvedere.

TABLE E.10 THE BELVEDERE HIRING FEES			
		1 October to 31 March	1 April to 30 September
Ceremony only	Monday to Wednesday (excluding August and bank holidays)	£375	£500
Ceremony and/or Reception	Monday to Thursday	£500	£750
	Friday (April & May)		£1,500
	Fridays & Bank Holidays	£950	£2,250
	Saturday (April)		£3,250
	Saturday	£1,500	£3,950
	Sunday	£950	£1,500

The Russell Suite is used for smaller weddings. It can sit up to 70 guests and has been renovated (is the first floor of the old Lodge) to accommodate wedding ceremonies. The following table shows the rates for hiring The Russell Suite.

		1 October to 31 March	1 April to 30 September
Ceremony and/or Luncheon and Dinner Parties	Monday to Thursday	£350	£350
	Friday	£450	£950
	Saturday	£750	£1,500
	Sunday	£450	£750
	Bank Holidays	£750	£750

E.4 Conference and Event venues

Syon Park & House

Syon Park & House is available to hire for conferences and other events. The following table shows the times, rates and number of guests for each room / suite.

Type of Room	Times	Capacity	Rates
Private Apartments	9am – 5pm	Up to 30	P.O.A.
Northumberland Suite	9am – 5pm	Up to 70	£ 950
Great Conservatory (Mon & Tues only)	9am – 5pm	Up to 150	£ 2,800
Syon House – exclusive use	9am – 5pm	TBC	P.O.A.

Source: Syon House Website

Pembroke Lodge

As well as offering wedding services, Pembroke Lodge is available to hire for conferences and events. All rooms have natural daylight as well as full blackout facility.

For conferences, the three rooms of Russell Suite can be utilised individually or hired out as a whole. These rooms are; The Lord John Russell Rooms, The Bertrand Russell Room and The Phantom Room. The Russell Suite is located on the first floor of Pembroke Lodge.

	Seating Style			Rate
	Theatre	Boardroom	Classroom	
Lord John Russell Rooms	70	30	40	P.O.A.
Bertrand Russell Room	15	12	12	P.O.A.
Phantom Room	45	22	30	P.O.A.

Source: Pembroke Lodge Website

The hire fee for the entire Russell Suite including bar facilities for 8 hours is £650 (VAT exempt). The Belvedere Room can also be used for conferences and events. The room is located on the ground floor and leads out onto the terrace. The room has a complete PA system and audio visual points. The room also has full bar facilities if required.

The seating style and capacity breakdown for The Belvedere Room:

- Theatre – 160
- Boardroom – 50
- Classroom – 100

The hire fee for The Belvedere Room is £600 (VAT exempt) with each additional hour costing £30. Other equipment can be provided for the following fees:

- Flipchart with Paper & Pens - £15
- Projection Screen - £15
- Other Equipment – P.O.A.

E.5 Parks and Green Spaces

This section on parks and green spaces and the following section on historic properties have interchangeable characteristics, with many of the comparators able to fit into either category. The comparators listed in this section are more widely known for their parkland and green space while those in the historic property section are more known for their listed buildings and houses.

E.5.1 Heritage Lottery Funded Parks

The following are examples of parks that have been funded by the HLF.

Fulham Palace – Fulham Palace is operated jointly by Hammersmith and Fulham Council and the Fulham Palace Trust with the Trust being responsible for the operation of the Museum and Education Service. The Palace's stately rooms house a museum that interprets the site's history, a relaxing café-bar and gallery space that provides a programme of contemporary, Palace-inspired art. The Palace is also a venue for weddings, receptions, corporate hospitality and functions. A programme of events for all ages, tastes and purses is currently being developed. The Palace's upper floors contain offices which are available for let.

There exists a 2 phase plan to restore Fulham Palace. The first Phase of works was achieved with support from the Heritage Lottery Fund. Completed in October 2006, it focussed on four key areas:

- The restoration of Bishop Sherlock's Room within the Palace
- The refurbishment of the Bishop's former bedrooms within the Palace's East Quadrangle for use as offices

- The refurbishment of the East Quadrangle's public rooms for use as a museum, café and gallery
- The renewal of services throughout the Palace's East Quadrangle and across the grounds

The first phase of works won the conservation category for the RICS London Awards. The second phase of works will be subject to the success of a future bid to the Heritage Lottery Fund and will focus on restoring, re-using and revitalising the remaining parts of the Palace as well as all its grounds and outbuildings, in particular:

- The restoration of the designed landscape
- Restoration and productive reuse of the walled garden, vinery, bothy and bee
- The restoration and reuse of the Gothic Lodge, Coachman's Lodge and Stable;
- The provision of more high-quality interpretation material, across the Palace in general and in the Museum in particular;
- The improvement of physical and social links to the surrounding area, London and the Thames.

Jersey Gardens, Hounslow - Currently, Jersey Gardens have been awarded a stage one pass from the Heritage Lottery Fund for £1.3m to restore and enhance the offering of the park. The application was submitted by The London Borough of Hounslow with support from John Laing Integrated Services and Continental Landscapes. If the funding at stage 2 is secured, the Park will use the funds to improve access and upgrade maintenance facilities. Improving access includes repairing path ways, enhancing visibility into and around the park, improving signage into and around the park, replacing benches and planting.

Peoples Palace, Glasgow Green, Glasgow - Glasgow Green is one of the city's oldest parks, spanning 55 hectares, and is currently undergoing a renaissance with investment from the HLF. It has extensive open space, modern day play facilities, winter gardens and a historic peoples palace. The park has a number of special features include the Doulton Fountain which sits at the front of the Peoples Palace. It has undergone £5million refurbishment. The park has a listed column which was erected by public subscription in 1806 and commemorates the naval victories of Viscount Horatio Nelson. There is a play village and a local play area, both of which close at dusk. There are also a range of footpaths and lightened carriageways. There are viewing platforms and horses are exercised within the park daily. The park hosts a range of events such as the pipe band championships, the Glasgow Show, The Glasgow Fair, the Great Scottish Run, the annual fireworks display and a host of pop concerts and funfairs. The park has a rich heritage and has been associated with the people's struggle for reforms and justice. The Peoples Palace was opened in 1898 and is set within Glasgow green and currently housed Glasgow's social history museum. There is also a Victorian glasshouse, which has the winter gardens within. This has a range of temporary exhibitions throughout the year.

Sefton Park, Liverpool - This is a 200 acre man-made park in Liverpool which has been designed to give the impression of rural permanence. There are a number of curved paths and driveways which guide visitors through the park. There is also a boating lake, a café, car parking, replica statues of Eros

and Peter Pan. The park is also home to Palm House, a glass-panelled building which has been restored to its former glory. The Palm House is one of its kind, a glass structure. The Sefton Park Palm House Preservation Trust manages the Palm House as a visitor attraction and an events venue. There are concerts, orchestras and parties held within the Palm House. The Park is free and open throughout the year; however, the Palm House is seasonal and is closed for special events. There are cycle routes in the park which link up to Merseyside cycle initiatives. The Sefton Park has been part of a £6 million project, of which 75% was covered by a grant from the HLF and 25% from Liverpool City Council. The work began in January 2008 and the HLF grant is available until the end of 2009. The park is remaining open and events will still take place. The plan is to repair and enlarge the Aviary Café to create a more attractive central feature and make space for a community meeting room and ranger base.

Greenway, Cornwall - This park has been owned by the National Trust since 2000, the House was also given to the trust following a series of historical owners including Agatha Christie and family. The listed gardens have been open to the public since 2000 and the 18th century Grade II* listed house will open following a HLF grant to repair and restore. There are a number of lectures and workshops held in the Barn Gallery. There are also a number of garden days and plant fairs. Throughout the summer months, there is an open-air theatre and conservation talks. The house recently opened following funding from the HLF, for a project called Greenway: Another Chapter which opened up the house, opened a conservators workshop which gave people the opportunity to watch and get involved in the restoration of the collections and the house. The house holds many Agatha Christies original texts, making it important and a popular destination for Agatha Christie fans. This woodland park is on the banks of the river Dart and has a series of 'greenways' river transport (as the site adheres to strict conservation rules, through a traffic management system- meaning most visitors arrive by boat or on foot). There is an award winning cafe and a restored vinery. There is also a bath house and saloon on the waters edge. There are two holiday cottages in the heart of the estate which are available for short breaks.

E.5.2 Parks of London

The following are examples of historic parks in London.

Beckenham Park Place, Lewisham - Beckenham Park is the largest green space in the borough covering 96 hectares and large areas of woodland which have walks. The park hosts a variety of activities including tennis, golf and football. The Mansion House is a Grade II* listed building and houses the golf clubhouse.

Crystal Palace Park, Bromley - The park covers 200 acres and offers a variety of activities for its visitors. The park is also home to the National Sports Centre (NCS) a large sports centre that hosts international athletic events as well as caters to local residents around the park. Another important aspect of the park is the Crystal Palace Park Farm which has been refurbished by Capel Manor Horticultural College and the London Development Agency. At this site, students are able to engage with animals and put into practice the skills they learn in the classroom, providing invaluable experience. The farm houses a variety of animals ranging from chinchillas to snakes to Shetland ponies and is also

used as a children's zoo. As of April 2008, the farm / children's zoo was re-opened to the public. Facilities are available for the local community who wish to develop their skills and knowledge in the fields of animal care and animal welfare. There is also capacity at the farm to provide day visits for up to three thousand school children a year. The farm is open during the week from 10.30 – 12.00 and 15.00 – 16.30 on Mondays, Tuesdays, Thursdays and Fridays and is open on the weekends from 12.00 – 16.00 on Saturday and Sunday.

Battersea Park Children's Zoo, Battersea - Battersea Park Children's Zoo is located in South London. The Park offers a traditional zoo experience as well as animal encounters, a children's play area and a relaxing café. Currently the zoo is run by the Heap family who rescued the site from closure in 2003. The zoo offers group tours for kids as well as kid's parties. Both offer educational tours of the zoo, exclusive use of educational and party rooms (Tree Tops Rooms). Specifically, the tour includes a fun trail quiz and access to the play area, while the party includes party bags and party food. Prices are not mentioned regarding the educational tour. Prices for the party are £25 per child. The zoo is open throughout the year except on Christmas Day and Boxing Day. The zoo opens at 10.00 and closes at approximately 17.30 depending on the season (later closing in summer). Admission prices are £6.50 for adults and £4.95 for children (2 – 15).

High Elms Country Park, Bromley - High Elms Country Park covers 250 acres of woodland and meadows and is run by the local council. A 150 acre golf course also makes use of the land once known as the Lubbock family's High Elms estate. Currently, a prominent aspect of the park is the Bromley Environmental Education Centre at High Elms (BEECHE). BEECHE is a newly built sustainable education and visitor centre. The centre also houses a café and two dynamic function rooms used by local schools, businesses and community groups. The park is also known for holding different events including children's days, children's walks, the Eco-Buzz event, Family Rambling Day and Woodland Day. The park also provides public toilets and a nature trail.

Horniman Museum & Gardens, Lewisham - The Horniman Museum and Gardens are located in the London borough of Lewisham. The gardens cover 16 acres and are Grade II* listed by English Heritage. They have also received recognition in the form of awards for their quality. The gardens are open from 7.30 until sunset Monday to Saturday and from 8.00 until sunset on Sundays. The gardens are closed on the 25th of December. The gardens have good disabled access with wheelchair friendly paths as well as disabled toilets.

Barnet Gate Wood Nature Trail, Barnet - Located in the London Borough of Barnet is the Barnet Gate Wood Nature Trail. The trail offers walkers an hour long nature walk and also links up to other longer walks that extend through the wider London area. Part of the site is managed by a countryside stewardship scheme and the rest is looked after by the borough council.

E.6 Historic Properties

The following are examples of historic properties in Hounslow & Ealing:

E.6.1 Hounslow and Ealing Historic Properties

Chiswick House, Hounslow - The Chiswick House, managed by English Heritage, was completed in 1729 and is England's first neo-Palladian design. The House contains many original pieces throughout and a few completely restored rooms (with more being done in the future) which allows for the visitor to truly experience. The House in its historic 16th century neo-Palladian state. The House is open to the public from the end of March until the end of October. It is open from 10.00 – 17.00, 4 days a week as well as Bank Holidays. During the winter months, it is only open for pre-booked tours. Entrance fee is £4.20 for adults, £2.10 children (under 5 are free), £3.40 concession and a family ticket (2a / 3c) is £10.50. The House has excellent disabled access with much level access and ramps available where not. There is also disabled parking and toilets available if needed. An audio tour is included in the admission price.

Syon Park & House, Hounslow - Syon House is the family home of the Duke of Northumberland and was built between 1547 and 1552. The House is open to the public from the middle of March until the end of October. It is open 3 days a week as well as Bank Holiday Mondays from 11.00 – 17.00. The Garden is open year round. Entry throughout the entire property including the hosts is; £9.00 for adults, £8.00 for concessions, £4.00 for children and families are £20.00.

Osterley Park and House, Hounslow - Osterley Park and House is a neo-classical house with a landscape park and 18th century gardens. It is owned and managed by The National Trust. It is known for the architecture work and interior design of Scottish architect Robert Adam in the 18th century. The house is open from the middle of March until the beginning of November from 13.00 – 16.30, Wednesday to Sunday. For December up until just before Christmas it is open only on weekends from 12.30 – 15.30. The Park is open year round every day of the week from 8.00 – 18.00 and until 19.30 from the end of March until the end of October. Admission prices are as follows; House & Garden, £8 adult, £4 child and family £20. Garden only admission is, £3.50 adult and £1.75 child. The Jersey Galleries and entrance to the grounds are free. Car parking is £3.50. Disabled access is adequate with disabled car parking and WCs, but there are quite a lot of stairs in the main house. The Jersey Galleries and shop both have level access.

Boston Manor House, Hounslow - Boston Manor House is a Jacobean house built in 1623 and is located in the Brentford area of Hounslow. It is presently run and managed by Hounslow Council after being owned by the Clitherow family for many years. There are a few activities for visitors to engage in at the House. These activities include a children's playground, a nature trail, sports activities and a pavilion café run by the Friends of Boston Manor. The children's playground was re-built in 2003 with help from money provided by GlaxoSmithKline. The House is open to the public from the start of April

until the end of October. It is open on Saturdays, Sundays and Bank Holiday Mondays from 14.30 – 17.00. Admission to the house is free.

Pitzhanger Manor-House and Gallery, Ealing - The Pitzhanger Manor-House Gallery and House are considered to be Ealing's main cultural venue and is a Grade I listed building. The House was completed in 1804 and is operated by Ealing District Council. The Pitzhanger Manor-House Gallery is the largest public art space in West London that exhibits contemporary professional art. The venue attracts over 30,000 visitors annually. The Gallery and House are open year round with the exception of major holidays. From Tuesday until Friday it is open 13.00 – 17.00 and on Saturday it is open from 11.00 – 17.00. The house is closed Sunday and Monday. Admission is free.

E.6.2 London Historic Properties

The following are examples of historic properties in London:

Bruce Castle Museum, Tottenham, Haringey - The Grade I Listed 16th Century manor house within the 20 acre park is run has been run as a museum since 1906 and is accredited by the MLA London. It houses the Borough of Haringey's local history collections and archives.

The park covers 8 hectares of parkland and dates back to the 11th century. The park has a tree trail, walking trail, basketball courts, tennis courts, a bowling green, bowls pavilion, formal gardens, a playground, a memorial garden and a rose garden.

Hampton Court Palace, Richmond-upon-Thames - Hampton Court Palace is a former Royal Palace and is one of London's premier visitor attractions. Activities and places to see at the Palace include Henry VIII's Great Hall, The Maze, The Chapel Royal, guided tours, ghost tours for kids, and Tudor kitchens with live Tudor cookery. There are also other rooms throughout the palace and events throughout the year that cater specifically to families and children.

Two properties within Hampton Court Palace are part of The Landmark Trust, The Fish Court and The Georgian House.

The Palace is open 7 days a week from 10.00 – 16.30. Ticket prices have increased as of the 1st of March 2009 and are as follows, £14.00 for adults, £7.00 for children under 16 and £11.50 for concessions. Entrance to The Maze only is £3.50 for adults and £2.50 for children.

Clissold House, Clissold Park, Hackney - The park has had a jointly funded initiative between Hackney Council and the Heritage Lottery Fund to restore the house and park for residents and visitors. The project costs £8.9 million. The current amenities are:

- athletics track (seasonal)
- aviary
- bandstand
- basketball
- café
- children's playground
- Clissold House
- conservation area
- deer enclosure
- dog free area

- emergency telephone
- fountains
- organic nature garden and butterfly tunnel
- pond with dipping platform
- paddling pool
- playground
- ranger office
- river
- tennis courts
- toilets

Valentine's Mansion, Redbridge - Valentines mansion was built in 1696/7 and is a Grade II* listed building which was a family home 'for a gentleman of high status'. The HLF and the London Borough of Redbridge funded a restoration project, the HLF awarded £2 million and the council is funding £1.2 million. The restoration of the mansion began in 2007 and will feature period rooms, an exhibition gallery and displaces on the history of the mansion in its estate. There will be projects to encourage children to learn through role play in the Victorian rooms and kitchen, and artists and craftspeople will occupy studios on the top floor. A series of rooms will also be available for hire by community groups and businesses and for special events and weddings. The garden is Grade II listed and is also being restored which includes walled gardens shell grottoes, a canal and dovecote. The park has a café. It is anticipated that the mansion will open in February 2009.

Broomfield House, Palmers Green in Enfield - Broomfield House is a Grade II* listed historic building set within the grounds of Broomfield park which is in need of restoration. The walls of the house, the Stable Block and gateway are all listed and the park hosts one of three surviving Baroque water-gardens in the UK. The park has one of the largest adventure playgrounds in London. There are also a selection of more traditional playgrounds, with swings, slides and roundabouts. The park also has an adventure golf course, a yachting pond, a basketball court, a football pitch, a bowling green, 9 netball courts and 12 tennis courts. Due to fires in 1984 and 1994 as well as a continued lack of restoration over the years the house is in poor condition. There is also a covenant attached to Broomfield Park that forbids commercial activity. Due these circumstances, the house is not presently in use.

Dollis Hill House, Gladstone Park in Brent - Dollis Hill House is a Grade II listed regency villa built in 1825. In June 2008, the HLF gave a stage 1 pass for a grant of £1.2 million (stage 1 pass) to help save the park and house. The funds will allow Training for Life to develop plans and return the building to its former glory. The house will be restored, extended and removed from the English Heritage At Risk register. A programme of heritage activities will run within the house and park including a permanent exhibition and community oral history project, heritage tea dances and historical lectures. The house will also provide apprenticeships for 50 local unemployed people in a range of hospitality and heritage roles. The Stables within the park function as an art gallery.

Forty Hall, Enfield - Forty Hall is a 17th century Jacobean manor house which rents out the banqueting hall for functions and events. The HLF awarded nearly £2 million to the restoration project of the Grade I listed Forty Hall. The house has many outstanding features, some of which date back to Tudor times and royal history. The building was used as a local museum, arts and community venue, but the restoration work will enable the council to run it as a landmark visitor attractions and a centre of

excellence for education, events and exhibitions. The project will preserve the house and the original layout. The project will increase public access from 45% to 75%.

Danson House and Stable, Bexley - This house and Stables lie within 180- Acre Park. The HLF announced in June 2002 that it had granted over £1 million to restore and enhance the park. This was aimed at relocating features such as the children's playground and opening up new vistas from the house to the lake and parkland.

There are several buildings within the park. The Danson House is a family pub-restaurant. In 2003, the Bexley Heritage Trust took lease of the Danson Mansion and the surrounding 3 acres. There is a hope that the Mansion will break even with function income through hosting functions such as weddings.

Hall Place, Bexley - Hall Place is owned by the Council and is managed by Bexley Heritage Trust who lease out the rooms for conferences and other events. It has art exhibitions and a range of formal and non formal education activities for school groups.

Avenue House, Finchley in Barnet - This house is a grade II listed Victorian mansion which houses a small museum open three half days per week and has a selection of primary school educational materials. The house suffered a fire in 1988 and the interior has since been reinstated to conference / business standards. There are rooms to let which cater for groups between 12 to 100. During the week, 50% of the space is filled. There are also around 30 weddings catered for by the house each year. The house makes an annual operating profit of around £47k without any council subsidy.

Alexandra Palace - This palace is set within 196 acres of parkland, and feature a blend of Victorian splendour, history and modern technology. There is an ice rink, phoenix bar, theatre and outdoor facilities. There are also live events and concerts, conferences and banqueting and exhibitions.

Lauderdale House, Waterlow Park, Highgate Hill in Camden - This house is a grade II* listed merchant's house which dates to the 16th century. This house is owned by the council and operated by the Lauderdale House Society. This house is open to the public everyday and the can be hired for concerts, exhibitions, weddings and other events. There is also a large education room which covers some 30 classes across Camden. The house also operates as a community arts-based centre which also hosts a series of non-arts related activities.

Kenwood House, Hampstead - The house includes important paintings by great artists such as Reynolds, Gainsborough and Vermeer. These include full-length Elizabethan portraits and costumes. There are also lakeside walks and woodland paths to explore. The site has a tearoom and an array of events. The Orangery hosts Christmas shopping events each year.

The Queen's House, Greenwich - The Queen's House is part of the National Maritime Museum, originally forming part of the Royal Palace of Placentia. The interior was completely restored in the 1980's and the house was opened in 1990 and was fitted out in the style of the 1660's where possible. There are a number of carvings, paintings, sculpture and other art works on display. There is an

ongoing displays and temporary exhibitions as well as active events and education programmes. It is also possible to use some of the rooms for corporate and private hire.

Spencer House, St James Palace - Spencer House is private, but it opens for the public to view every Sunday and access is only allowed by a guided tour. There are also rooms which are used as offices. The house has a late 18th century appearance and the restored garden will be open to the public in 2009.

Carlyle's House, Chelsea - Carlyle's House is cared for by the National Trust and is considered to be the hub of Victorian literary society. There is a shrine to the memory of Carlyle and the house is full of authentic features. The garden is walled and visitors are encouraged to walk around the perimeter through the streets around the house to discover why so many famous writers, artists and composers lived there. There is no parking onsite and it is not set in a vast country park, however, there is a garden to explore. There are a number of talks, mainly about the literature.

Marble Hill House, Twickenham - Marble Hill House is the last complete survivor of the elegant villas and gardens which once bordered the Thames, built in the 18th century. It is set in 66 acres of riverside parkland and the interior and decorations have been restored and recreated. There is an admission charge for visitors and the house is open on a seasonal basis. There is a tearoom, and a series of events throughout the year.

Leighton House Museum, Kensington - Leighton House was the home of Lord Leighton between 1830 and 1896 and was extended several times to create a palace of arts. The works have a number of important Syrian tiles. The museum and garden are closed to the public for refurbishment and will open in 2009. The house and museum are funded by the Royal Borough of Kensington and Chelsea.

E.6.3 UK Historic Properties

Blair Drummond, Stirling – Blair Drummond Safari Park includes a wooden castle, giant Astra glide, pets farm, barbeque and picnic area, bouncy castle, face painting, pirate ship, flying fox, pedal boats, amusements and restaurant and family bar. There are also, sea lion shows, boat rides to monkey island and wild animal reserves. The park offers a host of educational talks in the park or at a school and a range of education packs for teachers to use. Blair Drummond House is located within the park and overlooks the animal reserves. It was built in 1868-72 and is described as a 'bold baronial house with a good exterior carved details and large entrance tower'. The house is currently in use as a residential community school and also includes apartments.

Duff House, Banff - Duff House is a national art gallery based in the North East Scottish town of Banff. It has a gallery, shop and café area for visitors. The Gardens also play host to a golf club and a number of children's play parks and activity areas. Historic Scotland have cared for Duff House since 1956 and following a number of structural repairs and extensive conservation works, the house was opened in 1995 as an outstation of the National Galleries of Scotland. The house also hosts a range of events through the year such as Christmas concerts and lectures about art and music. The Drawing room is

also available for hire for functions, weddings and events. The grounds are open throughout the year and include a play park, and assault course. There is a golf club on the site and a rugby club and pitches.

Manderston House, Duns - This is an Edwardian house which stands within 56 acres of formal gardens, alongside stables and a marble dairy. The house is famous for its silver staircase. The House and gardens are open to the public. There is also a biscuit tin museum. It is £8 for adults to visit the house and gardens, and £4.50 for the garden alone.

The house has several open days throughout the year and snacks and teas are served for all visitors. There is a shop which sells a number of souvenirs. Groups can arrange to have a meal within the House, a buffet lunch, lunch; afternoon tea and dinner are served on request. These all come with a guided tour of the house. It is also possible to stay at the house; it has 5 twin rooms and 4 double bedrooms each with en-suite facilities. The house and gardens are available as a venue for corporate days, corporate events, filming, photo shoots, product launches, weddings and garden parties. It is also possible to book stabling for up to 20 horses, a cricket pitch, a tennis court and activities on the loch. Clay pigeon shooting can be arranged for a minimum of 20 persons and includes full tuition and prize giving. Other events such as hunting, shooting and fishing can also be organised.

Duns Castle, Duns - Duns Castle is a 14th century, Visit Scotland 4 star destination which offers visitors the opportunity to get married, hire for parties, have corporate events and accommodation. It is a private Scottish Castle which is a combination of a private home and use as a venue. The castle sleeps up to 25 people and there are ancillary houses which can cater for a further 25 people. Groups of 60 people can dine in the great hall and there are available grounds for marquee use. The Castle is often used as a base for a number of leisure activities. Duns has an 18 hole golf course, there are woodland walks and hills, tennis courts, shooting and fishing can be arranged and horse riding is available locally. There is also photography and off-road driving. Photography and filming is also welcomed in the grounds. The castle estate offers falconry. The wedding package includes a reception venue, a dinner, accommodation and entertainment. The accommodation includes, 4 four-poster bedrooms, 4 double bedrooms, 3 twin bedrooms, 1 single bedroom, 9 bathrooms (5 ensuite) a dining room and a drawing room. There is also some self catering accommodation in the grounds, including: the pavilion lodge which sleeps two people, St Mary's house which sleeps ten people, the coach house which sleeps three people, the white house which sleeps six people, the Azalea cottage which sleeps four people and the carriage mews which sleeps five people.

E.7 Sports Facilities

E.7.1 The SCORE (Sports Hub Orient)

The SCORE is a community owned and managed sports club and community hub. The idea originated from Leyton Orient Community Sports Programme (LOCSP) in 1999 and was brought forward by them with the help of the Waltham Forest Housing Action Trust (WFHAT). Construction began on the project at the end of 2003 with the core aspects of the scheme coming into use in the summer of 2005.

The idea behind the project was to develop a sports club and community hub that catered to social groups and individuals that are not typical users of traditional leisure offerings. From the beginning, the project has been community driven and focused.

Originally, the land was owned by the London Borough of Waltham Forest and was for public use. Through persistent and intelligent negotiations, the borough became decidedly supportive of the idea. A number of different funding partners contributed to the £9.3m in funding for the project, Sport England contributing the largest amount with just over £5.5m. Sport England felt that the project would raise the participation levels of the diverse communities in the area. Active England also contributed £2.27m to help develop an indoor sports hall. Other funding partners included English Partnerships, The Football Foundation, London Development Agency, European Regional Development Fund, Waltham Forest Primary Care Trust, The Bridgehouse Trust, Department of Trade and Industry, The Neighbourhood Renewal Fund, The New Opportunities Fund, The Big Lottery Fund and The London Marathon Trust. The administration of the SCORE facility is undertaken by a registered charity with local trustees. Other charities or trusts also manage the different individual areas of the facility (community, sports and health), however, there is regular cross use between the different facilities.

Facilities at the Coronation Gardens Site:

- New community / sports building housing health care centre, crèche, community hall, café, training and meeting rooms and changing rooms
- Sports hall
- New flood-lit all-weather football pitch
- All-weather bowling green and refurbished clubhouse
- Outdoor multi-use games area
- Children's playground

E.7.2 Swift Road Sports Centre, Ealing

The London Borough of Ealing worked with Apollo Public Buildings to create the new facilities which include two multi-use games areas, a pavilion with four changing rooms, disabled changing rooms and an artificial turf pitch specially designed for football. The new-build sports centre is on flat level ground to provide disabled users full access to the facilities. The centre is used by three local schools during the day and is open during evenings and at weekends for use by the local community.

Swift Road Sports Centre is a satellite centre, dedicated to outdoor activities and boasts the only all-weather pitch available in the area. It is connected to a nearby sports complex which provides indoor activities. The additional activities created at Swift Road provide local residents with a complete variety of sporting activities. This project was successfully procured via competitive tendering and is a National Lottery funded project.

E.7.3 Brentford Fountain Leisure Centre, Hounslow

Facilities at the leisure centre include the following:

- Leisure Pool
- Fitness Pool
- 40m water slide
- Terrace café

- LifeCentre Gym – 50 stations
- Exercise Studio
- Children's PlayCentre
- Changing village and separate male and female dryside changing areas
- Stadium – flexible multi-sport area offering
- 8 Badminton courts
- 5-a-side Football
- Volleyball
- Basketball
- 3 Squash Courts
- Crèche
- Lift
- Pool hoist for both Leisure and Fitness Pools

The centre is open from 9.00 – 22.00 on Mondays, Tuesdays and Thursdays. On Wednesdays and Fridays it is open from 9.00 until midday and then from midday until 22.00. Saturday and Sunday it is open from 9.00 – 18.00. On Mondays the centre runs an Early Riser programme where some of facilities are available to use from 7.00 – 9.00.

E.8 Accommodation (Hotels, B&Bs, etc)

Accommodation is another potential market for Gunnorsbury Park to explore. This section looks at the recent trends and current offering of the accommodation market in London.

The following table shows the supply (in terms of overall premises, rooms and beds) of different types of Accommodation in London.

Total Supply	Number	Change from 2002	Rooms	Change from 2002	Beds	Change from 2002
Hotels	564	+ 39%	83,382	+ 20%	165,846	+ 20%
B&Bs / Guest Houses	789	- 28%	15,652	- 34%	31,030	- 35%
Serviced Apartments	77	+ 20%	4,316	+ 20%	9,967	+ 19%
Self Catering	58	- 60%	747	- 60%	2,426	- 75%
University / College	84	+ 83%	21,975	+ 83%	26,162	+ 43%
Youth Group	59	- 29%	4,399	- 29%	8,355	- 21%
Camp Sites	5	- 17%	-	-	1,014	- 60%
Total	1,639	- 12%	130,411	+ 7%	244,800	+ 4%

Source: Visit London

Hotels, serviced apartments and university and college accommodation all saw an increase in terms of overall supply (the number of premises) over the period from 2002 - 06. Of these, university and college accommodation expanded the most with an increase of 83%.

Conversely, B&BS, self-catering, youth group accommodation and camp sites all saw a decrease in terms of overall supply during the same period. Of these, self-catering decreased the most, down 60% of the four year period.

The following table shows the supply (in terms of overall premises, rooms and beds) of different grades of hotels in London.

Total	Number	Change	Rooms	Change	Beds	Change
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Supply		from 2002		from 2002		from 2002
5 Star	56	+ 4%	10,150	+ 9%	20,215	+ 12%
4 Star	173	+ 18%	36,645	+ 11%	71,437	+ 10%
3 Star	107	+ 24%	16,521	+ 17%	32,607	+ 22%
2 Star	21	- 28%	1,150	- 36%	2,311	- 40%
Budget	113	+ 55%	13,650	+ 61%	28,842	+ 56%
Others	94	+ 422%	5,266	+ 74%	10,434	+ 66%
Total	564	+ 39%	83,382	+ 20%	165,846	+ 20%
<i>Source: Visit London</i>						

The only category of hotels to decrease in supply over the period of 2002 – 06 was 2 star hotels, which saw an overall decrease of 28%.

Conversely, hotels categorised as “other” saw the largest increase over the same period of 422%. In terms of occupancy, according to Visit London, hotels in London achieved an occupancy rating of 82% in 2007. Room yields for hotels in London also increased 9% from the previous year (2006 – 07) to exceed £100 for the first time ever.

E.8.1 The Landmark Trust Properties

The Landmark Trust is a charity that restores historic and architecturally interesting buildings and then lets them out as unique holiday accommodations. The Trust currently has 190 buildings under its supervision. In and around London, there are two groups of properties available to hire through The Landmark Trust, several buildings at Hampton Court Palace and several of buildings in Smithfield central London. Well outside of London is the Silverton Park Stables, a converted Stable Block that is now a holiday let under The Landmark Trust.

Hampton Court Palace - Two properties within Hampton Court Palace are part of The Landmark Trust, The Fish Court and The Georgian House. The Fish Court is an apartment suited for up to 6 people; it has parking nearby as well as access to the public gardens. The Georgian House is suited for up to 8 people; it has parking nearby as well as access to an enclosed garden.

Cloth Fair -Cloth Fair consists of two Georgian houses in central London. The first, No. 43 is suited for up to 2 people. It has a small roof terrace and a gas coal fire. No. 45a is suited for up to 4 people and it also has a gas coal fire. Neither property has private parking available.

Silverton Park Stables, Devon - The Silverton Park Stables are unusually imposing for a Stable Block. The building is suited for up to 14 people. There is a solid fuel stove, car parking, an enclosed courtyard and access to open grounds.

E.9 Higher and Further Education

E.9.1 Capel Manor Horticultural College

Capel Manor Horticultural College is a college in London that offers a range of specialist outdoor interests. They are entering their 40th year of operation in 2009. The subjects that are offered by the College include:

- Horticulture
- Groundsmanship
- Garden design
- Floristry
- Balloon artistry
- Small animals
- Saddlery
- Arboriculture
- Countryside management
- The environment

The College operates out of 5 centres in London. These centres include, Gunnersbury Park, Regent's Park, Crystal Palace, Castle Green and Edmonton Green. The main campus is in Enfield.

E.9.2 Thames Valley University

Thames Valley University was granted university status in 1992 and has been involved in education for over 140 years. Three campuses are part of the university, Ealing Campus, Reading Campus and Slough Campus. Across all three campuses there are 20,985 full time students and 24,001 part time students totalling 44,986 students.

The Ealing Campus houses the London School of Hospitality and Tourism. Here, the course areas include; Hospitality and tourism, Culinary arts, Event management, Hair and therapy, Sport and Languages. The school represented the UK in the finals of the "European Hotel School of the Year" competition and are previous winners of the Hospitality Partnership Award. The school is also recognised by the Academy of Culinary Arts, Craft Guild of Chefs, the Institute of Travel and Tourism and the Institute of Hospitality for excellent service in each respective field. The courses are accredited by their appropriate professional bodies.

E.10 West London Art Galleries

Comparator art galleries in West London are examined in this section.

Louise Blouin Foundation, Hammersmith and Fulham - The Louise Blouin Foundation is a large non-government funded and not-for-profit cultural space. The institution showcases both established as well as emerging contemporary artists, think-tanks and all forms of artistic performance. It also serves as a home for the Louise T Blouin Foundation and its work. Admission to exhibitions is free and

admission to lectures is £5.00. The space is open Wednesdays – Sundays from 10.00 – 18.00 and until 21.00 on Thursdays. The institute is wheelchair friendly. The site also has a café. The space is available to hire for meetings, events and parties.

Pump House Gallery, Wandsworth - The Pump House Gallery is a contemporary public gallery located in Battersea Park and is the only public art gallery in Wandsworth. The gallery is part of Wandsworth Council. Their programme consists of emerging as well as established contemporary artists, touring exhibitions and locally created projects done through educational initiatives. Admission to the gallery is free. It is open Wednesdays, Thursdays, Sundays and Bank Holidays from 11.00 – 17.00, Fridays and Saturdays from 11.00 – 16.00 and is closed on Mondays and Tuesdays. The gallery is also available to hire for small private parties and events.

Pitzhanger Manor-House and Gallery, Ealing - The Pitzhanger Manor-House and Gallery are together considered Ealing's main cultural venue and one of West London's largest contemporary arts venues. The Gallery regularly hosts touring exhibitions (about one a month) as well as other events. The House can also be used in conjunction with the Gallery for exhibitions and often is. A new space called The Studio was recently opened for the purpose of accommodating locally based exhibitions as well as providing education space for schools and community groups. The site is available to hire for events and functions, no rates are available however. Opening times and other information is available in the "Historic Properties" section, section 4.5.6.

E.11 Restaurants

There are around 6,000 licensed restaurants in London offering menus from over 50 major country cuisine styles. In addition, there are also over 5,000 pubs and bars, as well as 83 markets, many of which sell food from around the world. Since 2000, over 1,000 new restaurants have opened in London, with a record 158 new venues opening in 2007. Thai and Japanese food has been London's fastest growing cuisine style in recent years whilst there has also been an upturn in English cuisine, helped by renewed interest in modern British food.

London is a leading gourmet city boasting 45 Michelin starred restaurants, up from 34 in 2004. These include one coveted three star venue, Gordon Ramsey at Chelsea. London also has 27 Bib Gourmand establishments offering good food at moderate prices. Five restaurants in the capital have been voted amongst the 50 best restaurants in the world.

APPENDIX F

CONSERVATION MANAGEMENT PLAN

Conservation Management Plan

The Gunnersbury Park Conservation Management Plan, published in June 2008, after public consultation and a number of stakeholder meetings, records that the 72 hectare Gunnersbury Park:

- is designated as a Grade II* historic public park on English Heritage's Register of Parks and Gardens of Special Historic Interest
- is the core of the Conservation Area centred on it
- is designated as Greenspace and Metropolitan Open Land
- is a Site of Borough Importance, Grade II, for Nature Conservation
- is a valuable open space for formal and informal recreation for residents in the immediate vicinity and wider area
- contains 22 listed buildings and structures of which 4 are Grade II* and 18 are Grade II listed by English Heritage.
- is a centre for the Boroughs of Ealing and Hounslow's museum and archive service

The Conservation Management Plan also states however that Gunnersbury Park is in major decline, not only in terms of its buildings, but also in terms of its landscape, visitor facilities, use and management. Nine of its buildings and structures are on the English Heritage Buildings at Risk Register due to their poor condition, caused principally by a history of poor maintenance and inappropriate repair or "improvement", and the continued deterioration of their fabric is a source of serious concern and a major threat to the park's overall significance. The threat is such that English Heritage has identified Gunnersbury Park as one of the top twelve "at risk" properties in England and has made clear its intent to do all it can to help secure the future of the historic buildings within the park and the future of the park as a whole. Three significant buildings have been lost already and the remaining fabric of the stables now survives only through the direct intervention of English Heritage.

English Heritage include listed buildings or structures on their Buildings at Risk Register if they are known to be at risk through neglect and decay, or vulnerable to becoming so. They are assessed on the basis of condition and, where applicable occupancy (or use). Condition is defined in the following terms:

Very Bad

Where there has been structural failure or there are clear signs of structural instability; (where applicable) there has been loss of significant areas of the roof covering leading to major deterioration of the interior, or where there has been a major fire or other disaster affecting most of the building.

Poor

Where there is deteriorating masonry and/or a leaking roof and/or defective rainwater goods, usually accompanied by rot outbreaks within and general deterioration of most elements of the building fabric, including external joinery, or where there has been a major fire or other disaster affecting most of the building.

Fair

Structurally sound but in need of minor repair or showing signs of a lack of general maintenance

Good

Structurally sound, weather-tight and with no significant repairs needed.

Priority A action means that there is an immediate risk of further rapid deterioration or loss of fabric and no solution has been agreed to safeguard their future. **Priority C** action means that decay is continuing slowly and that no solution has been agreed to safeguard their future.

The significance and condition of the listed buildings and structures in Gunnersbury Park are summarised as follows: ^[Ref CMP]

Listing Grade	Building / Structure	On At Risk Register	Condition	Consequence if Status Quo Maintained
II*	Gunnersbury Park House (Large Mansion)	Priority C	Fair	Continued deterioration Total loss within 10-15 years
	Temple		Good	Gradual deterioration
	Orangery	Priority A	Good	Gradual deterioration
	East Stables		Very Bad	Continued deterioration Total loss within 2-3 years
II	Gunnersbury House (Small Mansion)	Priority C	Poor	Continued deterioration Total loss within 10-15 years
	North Lodge		Fair	Gradual deterioration
	East Lodge	Priority A	Very Bad	Continued deterioration Total loss within 2 years
	Arch adjacent to East Lodge			Continued deterioration Total loss within 2 years
	West Stables	Priority A	Very Bad	Continued deterioration

Listing Grade	Building / Structure	On At Risk Register	Condition	Consequence if Status Quo Maintained
				Total loss within 2-3 years
	Princess Amelia's Bath House & Gothic Screen		Good / Bad	Gradual deterioration
	Gothic Ruins	Priority A	Poor	Continued deterioration Total loss within 10-15 years
	Cast Iron Lamp Posts		Good	Gradual deterioration
	East Arch		Bad	Gradual deterioration
	East Terrace Arch		Fair / Good	Gradual deterioration
	West Terrace Arch		Fair / Good	Gradual deterioration
	Potomac Tower	Priority A	Very Bad	Continued deterioration Total loss within 10-15 years
	Pope's Lane Entrance Gates		Fair	Gradual deterioration
	Kitchen Garden Walls & Gates		Fair	Gradual deterioration
	Boundary Wall along Gunnersbury Avenue	Priority A	Poor	Continued deterioration Total loss within 10-15 years
	West Lodge		Good	Gradual deterioration
	Stone Fountain			Now lost

A number of options that address the decline of Gunnersbury Park are considered in the Conservation Management Plan which concludes that "doing nothing" will result in the loss of the park's historic buildings with irreversible detrimental consequences to the quality of its designed landscape and that without effective action now, there is a risk that Gunnersbury Park as it exists today will not survive. The plan also sets out an agreed vision for Gunnersbury Park as:

a sustainable high quality park with varied uses, which serves the local community and region whilst respecting, enhancing and interpreting its historic framework and fabric. [CMP p1]

The Conservation Management Plan also sets out key Conservation Policies: [CMP Executive Summary]

Policy A

Decisions relating to the management, conservation and enhancement of the Park should respect and develop its significance whilst being committed to the principles of sustainability.

Policy B

Conserve and enhance the Park's historic landscape character and structure based on significance and needs of the individual character areas.

Policy C

Conserve and enhance the Park's built heritage assets.

Policy D

Conserve the archaeological remains and potential of the Park.

Policy E

Recognise the historical associations of the Park.

Policy F

Ensure the long-term conservation and development of the collections.

Policy G

Continue to offer a variety of safe, secure and inclusive opportunities for visitors in a high quality environment.

Policy H

Provide a clear, high quality and consistent message and interpretative vision that links the whole Park and its different components.

Policy I

Conserve and enhance the Park's nature conservation.

In relation to the historic buildings and structures, the Conservation Management Plan states in the Statement of Significance that:

One of the most significant aspects of the Park's built heritage resource is in its complexity. As a consequence of the turbulent history of the estate between the mid 18th and early 20th centuries, involving the break up and reunification of the estate under different ownerships, there is a complex history of building construction and demolition. The buildings within the Park were built for a number of functions and by a range of architects with no singular person driving the development of the architectural resource. This has endowed the Park with a diverse architectural legacy reflecting a number of styles and fashions and an equally complex patchwork of historic building fabric remaining.

At this level no historic building is more significant than any other; it is the group value that makes them of national significance. [CMP SofS 3.4.9/10]

The Conservation Management Plan states that the key issues in relation to the Park's built heritage are:

- Condition of Fabric;
- Lack of Sustainable Use and;
- Funding

Conservation Objectives 9,10 & 11 relate to the historic buildings and structures in the Park and Objective 15 relates to the collections.

Objective 9

Carry out works to improve the physical condition of the nine listed buildings on the English Heritage Buildings at Risk Register so that they can be removed from it.

Objective 10

Prepare a set of guidelines for the proper care of the historic building fabric and implement a comprehensive monitoring and reporting programme for the built heritage.

Objective 11

Undertake and implement the findings of a feasibility study for the Park's useable listed buildings so that a sustainable use, which respects the buildings historic nature and setting, can be found.

Objective 15

Undertake and implement a feasibility study regarding the future location of Gunnersbury Park Museum.

Statutory Legislation

A schedule of the Statutory Legislation affecting the Park is set out on pages 48 -51 of the Conservation Management Plan. Of particular note is the de Rothschild Covenant binding the Council and their "successors and assigns" to use the Park for *no other purposes than as a Public Park and sports ground and that the mansion houses and buildings on the property shall not at any time... be used except for such public purposes as may be ancillary to the use of the property as aforesaid and that no building or erection other than a building or buildings for use for public purposes shall at any time hereafter be erected on the property.* [CMP p39]

The Conservation Management Plan states that it is thought that the original covenant is no longer binding however a covenant on the land sold for house building to help fund the original Park conversion in the 1920s is substantially the same as that given by the Rothschilds. It is likely that a change to this covenant would have to be sought should new buildings or new non-public uses for the existing buildings be proposed.

Enabling Development

Enabling Development is development that would be unacceptable in planning terms but for the fact that it would bring public benefits sufficient to justify it being carried out, and which could not otherwise be achieved. While normally a last resort, it is an established and useful planning tool by which a community may be able to secure the long-term future of a place of heritage significance, and sometimes other public benefits, provided it is satisfied that the balance of public advantage lies in doing so.

English Heritage advocates a presumption against enabling development unless it meets specified criteria, the most important of which is that the benefits should clearly outweigh the disbenefits. EH's position is set out in their Policy Document *Enabling Development and the Conservation of Significant Places* and states that:

Enabling development that would secure the future of a significant place, but contravene other planning policy objectives, should be unacceptable unless:

- a. it will not materially harm the heritage values of the place or its setting
- b. it avoids detrimental fragmentation of management of the place
- c. it will secure the long-term future of the place and, where applicable, its continued use for a sympathetic purpose
- d. it is necessary to resolve problems arising from the inherent needs of the place, rather than the circumstances of the present owner, or the purchase price paid
- e. sufficient subsidy is not available from any other source
- f. it is demonstrated that the amount of enabling development is the minimum necessary to secure the future of the place, and that its form minimises harm to other public interests
- g. the public benefit of securing the future of the significant place through such enabling development decisively outweighs the disbenefits of breaching other public policies.

English Heritage believes that, if it is decided that a scheme of enabling development meets all these criteria, planning permission should only be granted if:

- a. the impact of the development is precisely defined at the outset, normally through the granting of full, rather than outline, planning permission
- b. the achievement of the heritage objective is securely and enforceably linked to it, bearing in mind the guidance in ODPM Circular 05/05, Planning Obligations
- c. the place concerned is repaired to an agreed standard, or the funds to do so are made available, as early as possible in the course of the enabling development, ideally at the outset and certainly before completion or occupation
- d. the planning authority closely monitors implementation, if necessary acting promptly to ensure that obligations are fulfilled.

Permission for Enabling Development will normally contain conditions including a legally enforceable "section 106" agreement that will ensure that the commercially elements of a development cannot be carried out or used until the heritage benefits have first been delivered, or there is a bond in place to ensure performance. The agreement will normally also secure management agreements to protect the significance of the place in the long term.

New development within Gunnersbury Park is not an option that anybody would endorse for its own sake. The possibility of creating enabling development within the park is extremely contentious and would only be considered if it can be justified that, without it, it is impossible to save the heritage within the park. On this basis

a number of sites within the park have been identified as potential sites for enabling development. Of these only two appear to offer a realistic chance to safeguard the future of the park:

The Potomac Lake

The area to the north of the lake appears the most sensible location for the construction of the proposed new sports hub:

- it will attract public access to this area of the park
- vehicular and pedestrian access is good
- vehicles can be kept to the perimeter of the park
- it improves links to the park from the south
- the new use may create a complementary new use for the Gothic Tower

English Heritage have advised that, subject to due process, they do not in principle object to a sports development there.

Lionel Road North Site

When Gunnersbury Park was transferred to public ownership in the 1920s a row of houses was developed along the north and west perimeter of the sports pitches to provide necessary capital funding. It would be possible, in principle, to extend the row of housing along the west side of the park to the south towards the Potomac Lake to create capital funds that allow the park to be developed in line with the vision outlined in the CMP. Whilst there may be opposition to such a proposal, it would appear to meet the criteria for enabling development set out by English Heritage and such a development, if well designed, would have no detrimental impact on the significance of the park.

Conservation Approach

Gunnorsbury Park is clearly a **cultural asset of national importance** that deserves to be widely recognised and cherished as such. It has developed into its current form over many years and each of these layers of historical development is evident in its present form. Many of these layers are key to the park's significance and it is not appropriate therefore to restore the park to a particular period. Future development should aim to enhance and reveal these layers whilst removing detrimental elements and uses which do not contribute to the overall significance of the park.

This conservation strategy would suggest that it is possible to enhance historical relationships between the buildings, structures and designed landscape and support new uses in a contemporary manner that respects the past but, where appropriate, does not necessarily replicate it.

The *cultural significance* of the built heritage in the park, that is the qualities of a place that help us understand the past, enrich our present lives, and will be of value to future generations, is based on its:

- History
- The architectural merit of individual buildings and monuments
- The architectural merit of buildings and monuments as a group
- Inter-relationships between buildings, monuments and the designed landscape

Nine of the buildings and structures are on English Heritage's Buildings at Risk Register and all the buildings have lost their original purpose. Sustainable new uses therefore must be identified to protect each building's long-term future. Change is necessary but must be managed to ensure the significance of each building, their group significance, and their relationship to the designed landscape is revealed, maintained and enhanced.

The current status of the buildings is as follows:

Structure	Listed Status	Current use
Large Mansion (Gunnorsbury Park House)	Grade II*	Museum, archive centre and Victorian Kitchens open daily. Residential on upper floors
Temple	Grade II*	Occasional used as function room and for educational purposes
Orangery	Grade II*	Occasional use as function room.
East Stables	Grade II*	Derelict, unused
Small Mansion (Gunnorsbury House)	Grade II	Occasionally used as a meeting centre/ function room. Residential flats on upper floors.

North Lodge	Grade II	Used as an information centre for the Park, although usually closed.
North / West Stables	Grade II	Derelict, unused
'Princess Amelia's' Bath House & Gothic screen	Grade II	Occasionally open on Open Days. No permanent use.
Potomac (gothic) Tower	Grade II	Derelict, Unused
West Lodge (entrance)	Grade II	Partly Residential
Cafe	Not listed	In use daily as café.
Model Farm	Not listed	Part derelict (fire). Part messing for staff/ storage
Cricket Pavilion	Not listed	Occasional use only
Refreshment pavilion	Not listed	Unused
Bowling Green pavilion?	Not listed	Used by Bowling Club

In considering the appropriateness of new uses for these buildings in conservation terms the following key criteria have to be assessed:

- The impact of the change on the building's significance
- The degree to which proposed new uses require alteration of significant historic fabric
- The degree to which public accessibility is enhanced

LARGE MANSION (GUNNERSBURY PARK HOUSE)

Description

Listed Building Status Grade II* approximate area 3,465m²

Built c1801-28 by and for Alexander Copland, remodelled 1836 by Sidney Smirke. A three storey building, symmetrical arrangement in an Italianate Style Stucco over brick. The service range to the west side contain the Victorian kitchens.

Of particular value internally is the range of reception rooms by Sidney Smirke in 18th French country style which face south on to the gardens.

Significance

Outstanding importance. Together with Gunnersbury House, Gunnersbury Park House is the centerpiece of the historic core of the Park.

Essential work

Generally the Mansion is in poor condition. As a matter of urgency repair works to roof, flashings, rainwater goods, windows and external plasterwork should be undertaken.

Further surveys are required to determine restoration, including a detailed condition survey and analysis on redecoration of stucco.

Current uses

The Large Mansion currently supports a mixture of uses.

The current museum exhibition design is tired and does not make best use of the building as the reception rooms are treated as black boxes. The Large Mansion's Victorian Kitchens are in themselves a valuable museum exhibit.

Part of the first floor is used as the offices for Gunnersbury Park management. While this use is auxiliary to the Park, these uses could be accommodated elsewhere.

Part of the upper floors are in residential use.

The public/ private mixture of uses does not work well: water leaks from the residential areas could damage museum exhibits.

Possible uses

The optimal use of the Large Mansion may be a mixture of uses.

Use of the Large Mansion for museum uses would be a good Heritage outcome as public access to the building would be maintained. Revised exhibition design could make better use of the building, perhaps using the first floor rather than the reception rooms. It may be possible to form a new wing, on the site of the former dairy which could take some of the larger objects out of the reception rooms and provide a new museum entrance.

Use of the Large Mansion for restaurant use would be a good Heritage outcome as public access to the building would be maintained. However daily wear of restaurant use may damage finishes in the reception rooms. Other buildings may be more appropriate for restaurant use.

Use of the Large Mansion for exhibition use would be a good Heritage outcome as public access to the building would be maintained. The reception rooms have sufficient scale to display larger pieces and levels of natural light can be controlled using internal screens/ blinds. Other park buildings may be more appropriate for exhibition use.

Use of the Large Mansion for small conferences would be a good Heritage outcome as public access to the building would be maintained although more restricted.

Use of the Large Mansion for functions would be a good Heritage outcome as public access to the building would be maintained. The reception rooms were designed for this use so reuse in this way would be desirable.

Use of the Large Mansion for hotel use would be a poor Heritage outcome as public access to the building and the area around the building would be restricted: it is likely any hotel operator would want to restrict access to the south terrace and lawn. Some of the bedroom accommodation required for a 'boutique' hotel could be created on upper floors but an additional bedroom wing may also be required. Planning guidance precludes hotel development outwith central London. This use would be in contravention of the Metropolitan Open Space Act and the Deed of Covenant.

Use of the Large Mansion for office use would be a poor Heritage outcome as public access to the building would be restricted. While conversion to office use is physically possible the cellular arrangement of the plan and the significance of the principal rooms make the building an unlikely commercial office space as practicalities of space planning and flexibility would be compromised. This use would be in contravention of the Metropolitan Open Space Act and the Deed of Covenant.

Use of the Large Mansion for residential use would be a poor Heritage outcome as public access to the building would be lost. Parkland around the buildings would also need to become private, to provide garden space, parking and servicing for residential use. Considerable adaptation of the existing building would be required with loss of internal historic fabric and detail. This use would be in contravention of the Metropolitan Open Space Act and the Deed of Covenant.

Use of the Large Mansion for school use would be a poor Heritage outcome as public access to the building would be restricted. While the ground floor reception rooms have the scale of class rooms, most other rooms are small so considerable adaptation would be required to make the Large Mansion work as a school with loss of internal historic fabric and detail. This use would be in contravention of the Metropolitan Open Space Act and the Deed of Covenant.

SMALL MANSION (GUNNERSBURY HOUSE)

Description

Listed Building Status Grade II approximate area 1,340m²

Built c1810 A two storey symmetrical classical/ baroque mix, stucco on brick. Extended 1837-44 service wing to west with heavy rustication, stucco on brick.

Long south facing range with orangery linking the Small Mansion to service wing. The Mansion has two bow windows framing a recessed range and chinoiserie veranda. Large decorative chimneys gives the building a distinctive profile.

War/ fire damage and subsequent alterations have erased most internal historical detail.

Significance

Special interest and national importance. Together with Gunnersbury Park House, Gunnersbury House forms the centre piece of the historic core of the Park.

Essential work

Generally the Mansion is in poor condition. As a matter of urgency repair works to roof, flashings, rainwater goods, windows and external plasterwork should be undertaken.

Further surveys are required to determine restoration, including a detailed condition survey and analysis on redecoration of stucco.

Current uses

The Small Mansion is under-used. In part used as an education centre, catering for local primary schools. Upper floors are used as private residences. Currently only 1 of 3 apartments are rented.

Possible uses

Use of the Small Mansion for exhibition use would be a good Heritage outcome as public access to the building would be maintained. The internal layout would require some rearrangement but the interior fabric has less historic detail so is more easily modified.

Use of the Small Mansion for small conferences would be a good Heritage outcome and public access to the building would only be partially restricted.

Use of the Small Mansion for functions would be a good Heritage outcome as public access to the building would be maintained. However other Park buildings may suit this use better.

Use of the Small Mansion as a museum would be a good Heritage outcome as public access to the building would be improved. While the Small Mansion does not have as many large rooms as the current exhibition uses in the Large Mansion, the Small Mansion could be adapted. The interior fabric has less historic detail so is more easily modified to new uses.

Use of the Small Mansion for Hotel use would be a poor Heritage outcome as public access to the building would be restricted both internally and externally: it is likely any hotel operator would want to restrict access to the south terrace and lawn. Even a 'boutique' hotel could not be accommodated within the area of the Small Mansion and an additional bedroom wing would be required. Planning guidance precludes hotel development out with central London. This use would be in contravention of the Metropolitan Open Space Act and the Deed of Covenant.

Use of the Small Mansion as offices would be a poor Heritage outcome as public access to the building would be restricted. While conversion to office is physically possible the cellular arrangement of the plan make the building an unlikely commercial office space and the practicalities of space planning and flexibility will be compromised. This use would be in contravention of the Metropolitan Open Space Act and the Deed of Covenant.

Use of the Small Mansion for residential use would be a poor Heritage outcome as public access to the building would be lost. Parkland around the buildings would also need to become private, to provide garden space, parking and servicing for residential use. This use would be in contravention of the Metropolitan Open Space Act and the Deed of Covenant.

Use of the Small Mansion as a school would be a poor Heritage outcome as public access to the building would be restricted. Most of the rooms are small compared to standard classroom sizes so considerable adaptation would be required to make the Small Mansion work. This use would be in contravention of the Metropolitan Open Space Act and the Deed of Covenant.

STABLE BLOCKS

Description

East Stables: Listed Building Status Grade II* approximate area 170m²

Built 1835 by Smirke, a single storey symmetrical structure, stucco on brick. Projecting central bay with rusticated banding and archivolt topped with coat of arms.

North/ West stable Listed Building Status Grade II approximate area 500m²

Built early 19th c by Smirke, 2 storey Italianate style symmetric arrangement, stucco on brick, Gothic folly to rear elevation. No interior features of interest.

Significance

East Stables are of outstanding interest and national importance, together with the Large Mansion, Temple and Orangery, the Stables form part of the historic core of the Park.

North/ West Stables are of special interest and national importance.

Essential work

Urgent action is required to halt deterioration of the structures. The stables are currently in a state of accelerated decay, damage to roof coverings has allowed water ingress and internal floors are rotten and close to collapse.

Urgent actions include: removal of plant growth, extension of protection to enclose both stables entirely, additional propping/ scaffold to prevent collapse.

Full structural and fabric surveys are required to determine a detailed programme of restoration.

Current uses

Derelict. For public safety the Stables area of the Park is fenced off, which detracts from the general amenity of the Park.

Possible uses

To do nothing would over the next few years lead to the total loss of the building.

The possible reuse of the stables has been considered for several decades. Proposed uses have included: continued use as stables, Museum, Japanese School, Arts School. A number of these have been assessed favourably by the statutory authorities but none have been implemented.

There are development restrictions on non-park related uses. The Metropolitan Open Land Act and the Deed of Covenant both protect parks.

Most new uses will require some vehicular access. The adjacent Gunnersbury Avenue could provide access to the stables area, but the dual carriageway would require slow down lanes at considerable cost.

Use of the Stables as Holiday Lets would be a poor Heritage outcome as this is private rather than public use, and parts of the Parkland would be given over to access, servicing and possibly gardens for the apartments.

Use of the Stables as an Arts Gallery would be a good Heritage Outcome as public access to the buildings would be improved. Access to the Stables within the park and from Gunnersbury Avenue would need to be considered. Use of the Stables as storage/ overspill for the Museum in the Large Mansion could be a good heritage outcome if this allows public access.

From a Heritage perspective it may be the most appropriate option is to restore the external fabric of stable blocks until appropriate uses are found at a future date.

KITCHEN GARDEN

Description

Listed Building Status Grade II

Built: unknown. Red brick wall incorporating carved door and wrought iron gate.

Within the garden area is a fruit tunnel, which is of public interest but not special historical interest.

Significance

Kitchen Garden Walls are of special interest and national importance.

Essential work

The wall is in a good condition and deterioration to the gate has been halted.

Current uses

Use of Kitchen Garden area is shared between two organizations.

Capel Manor College uses part of the Kitchen Garden area in the tuition of horticultural studies, and there have been some initiatives where students have propagated saplings for planting in the Park.

Greenscene are a less appropriate tenant of the Kitchen Garden area. Public access is restricted and the Park is used as a distribution depot. There is limited benefit from having Greenscene located within the park.

Possible uses

Increased usage of the Kitchen Garden Wall by Capel Manor could be a good Heritage outcome if public access to key events within the Garden area are improved. The use of this area by an agricultural college for educational purposes is sympathetic to the Park and husbandry of the Park could be developed.

Use of the Kitchen Garden Wall area as a Tropical Forest could be a good outcome if public access to the area is increased. Many of the glass structures are of little heritage interest and could be removed to provide accommodation for structures more appropriate for the Tropical Forest, although there may be limits on the height of these.

ORANGERY

Description

Listed Building Status Grade II*: approximate area 120m²

Build c1836/8, A classical Conservatory or Orangery possibly by Smirke Junior. Rectangular plan facing east the Orangery is glazed on north, south and east sides, the west side is solid masonry. Pitched Glazed roof with vertical clear storey opening lights, which may be a replaced of the original roof. Masonry is a mixture of stone and brick with stucco, all painted.

Significance

Outstanding interest and national importance, together with the Large Mansions, Stables and Temple the Orangery constitutes the historic core of the Park.

Essential work

The Orangery has been recently restored and does not need immediate attention. Regular maintenance should be considered together with new uses.

Current uses

Currently under used. Occasional use for events and exhibitions and educational groups. More regular use is restricted by lack of basic building services and toilet and kitchen facilities.

Possible uses

The optimal use of the Orangery may be a mixture of uses.

Use of the Orangery for weddings/ functions would be a good heritage outcome as public access is maintained. The west side of the Orangery is an obvious location for development of support accommodation (kitchens and toilets), and the screen wall and floor slab indicate earlier structures were on this side of the building. The largely glazed structure would make the Orangery difficult/ expensive to heat on a regular basis during winter months, but this could be overcome for special events. Attraction of the Park for weddings is presumably seasonal. Consideration will be required of how events at the Orangery would work in conjunction with possible event and function uses at the Mansions.

Use of the Orangery purely for Educational uses would be a poor Heritage outcome as public access is restricted. Education uses could be technically possible, if these uses accept the limitations of the largely glass structure. Normal school comfort levels would be difficult/ expensive to achieve on a daily basis during winter months, however it may be possible to work around these limitations. It is possible that educational uses can be mixed with wedding/ function uses.

Use of the Orangery as a restaurant would be a good Heritage outcome as Public access is maintained. However limitations of the largely glass structure mean that comfort levels would be difficult/ expensive to achieve on a daily basis during winter months.

Use of the Orangery as a Café/ tearoom would be a good Heritage outcome as Public access is maintained.

Limitations of the largely glass structure would be less acute than restaurant use, as comfort expectations are different. It may be possible to mix tearoom with wedding/ function activities, making better use of new support accommodation. However such uses may conflict with the existing café which is also in a better location.

MODEL FARM

Description

Model farm is not listed.

Created as farm buildings from mid 19th century in a gothic cottage orne style with steep roofs and overhanging eaves.

Significance

Of little importance.

Essential work

None

Current uses

The model farm is under-used.

Parts of the Model Farm are used as changing rooms for sports fields, although Sports Pavilion and Refreshments are separate structures.

Parts of the Model Farm as used as a maintenance depot for the company subcontracted to maintain the park, although Gunnersbury is used as a depot for other London parks, this use could be located elsewhere.

Possible uses

Given the relatively low historic value of these buildings and the under use it is appropriate to demolish these buildings to allow broader reorganization of the Park.

There are more appropriate locations for sports facilities; retention of sports at this location should not be based on preservation of the Model Farm.

TEMPLE

Description

Listed Building Status Grade II*: approximate area 75m²

Built before 1760. Single storey red brick and stone tetrastyle doric portico on stylobate.

The Temple has a highly attractive setting within the Park, located on the higher northern edge. The portico opens onto the round pond/ boating lake with aspects across the Thames to the south. To the rear of the Temple is the recently restored Italianate garden.

Significance

Outstanding interest and national importance. Together with the Large Mansion, Orangery and Stables, the Temple forms part of the historic core of the Park.

Essential work

Temple is in a good condition with some minor defects, particularly with rainwater goods.

Current uses

The temple is currently under used. Together with the Small Mansion the temple is used as part of an education program catering for local primary schools.

Possible uses

Future uses are restricted by lack of building services and support spaces. It may be that cellar spaces can be used to minimize disruption to main internal space. The stylobate poses Access challenges.

The attractive setting would to an extent mitigate against space restrictions, it may be possible for the Temple to operate as café, although lack of internal space may make this a seasonal operation. The temple could form a attractive venue for special occasions, functions etc.

PRINCESS AMELIA'S BATH HOUSE

Description

Listed Building Status Grade II: area 55m² approx

Built late 18th/ early 19th c. A set of gothic folly outbuildings made of stucco on brick. Heated water from external source would flow through grotto with molded rock features before entering Bath House. Fire damaged during the WWII, the Bath House was partly restored in 2001.

Significance

Amelia's Bath house is of special interest and national importance.

Together with the Grade II Gothic 'Ruins' that run along the east side of the park and screen views of the Stables from Small Mansion the Bath House is a significant element of the Park heritage.

Essential work

The 2001 restoration concentrated on the roof and reception rooms, and these rooms are in a good state or repair.

Restoration of bathing room, grotto, boiler, surrounding steps and terraces has not been undertaken, and these structures are in a poor condition. Further condition surveys of these areas are required to determine appropriate restoration.

Internal finishes are not thought to be historically accurate and should be removed/ replaced.

Current uses

Currently unused. Restoration in 2001 anticipated use of the Bath House as an Artists Studios.

Possible uses

Auxiliary function to Park usage, base for Park warden, Park rangers or friends of the Park.

GOTHIC TOWER / BOAT HOUSE

Description

Listed Building Status Grade II:

Built early 18th c. on the site of or conversion of a brick furnace.

Symmetric plan, rectangular ground floor and octagonal first and second floors, red/ brown brick with stucco quoins, decorated gothic windows with stone tracery. Tower is topped with quatrefoil window openings and battlement parapet. A basement boat store opens onto the Potomac Pond.

Significance

Special interest and national importance. The Tower is the focal point of the Potomac Pond.

Essential work

Existing building condition is very poor. Removal of ivy and other organic growths, prepare survey to determine programme of repair.

Current uses

Derelict.

Possible uses

The small building footprint, lack of building services, and access difficulties make new uses difficult to identify.

From a Heritage perspective it may be the most appropriate option is to restore the Tower until appropriate uses are found at a future date.

Detrimental Elements

There are a number of detrimental elements in the park that detract from its significance and should be removed or enhanced:

the pitch and putt course

The course sterilises a considerable area in the centre of the designed landscape and damages the permeability of the park. The railings around its perimeter create a sense of exclusion completely at odds with the vision for the park set out in the CMP. The ticket hut is an eyesore.

the existing changing room buildings and tennis courts

These buildings and the tennis courts are mainly derelict and of little architectural importance. Their position in the centre of the park creates a barrier to movement across the park and draws vehicular traffic into the centre of the park. They should be removed and the area landscaped to improve the permeability of the park.

professional dog walkers

Gunnersbury Park is one of the few parks in the area that allows free access to professional dog walkers. The large numbers of dogs frequently roaming freely in the park are detrimental to the overall significance of the park and should be strictly controlled in both the historic and sports areas of the park.

the green desert

The sports pitches are a tremendous community asset but, in their current condition and layout, do not enhance the overall significance of the park. New bands of shelter belt planting, around the edge of the pitches and perhaps following the lines of historic field boundaries, would enhance the character of the area and routes across it.

the Gothic Tower and Potomac Lake

The Tower and Lake are important elements within the designed landscape but suffer from being remote from the historic core of the park and are perceived as being remote despite being surrounded by office developments. New uses need to be found for both the Tower and Lake that encourage public access to this area of the park.

empty and derelict buildings

It has been argued by some that their enjoyment of the park would not be affected if no money was spent on the preservation of the built heritage of the park and it was allowed to fall into ruin and be removed completely at some future date. The Borough Councils would however be in breach of their statutory duties if they allowed this to happen and English Heritage would continue to do all it could to prevent this situation arising. The CMP concludes that the importance of the built heritage in the park is founded on its *group value* and thus that the loss of any of the buildings would be detrimental to the overall significance of the park. Sustainable new uses therefore need to be identified for all the buildings to safeguard their long-term future.

detrimental uses

There are commercial operators based at the park that have no obvious essential reason to be there. Commercial operations which do not contribute to the significance of the park should therefore be re-located elsewhere.

The use of the Large Mansion as a museum is, in principle, a sympathetic use. The way in which its ground floor is used however is detrimental as the need for controlled lighting and shuttered windows destroys the relationship between the principal rooms and the designed landscape and, from the outside, suggests that the building is unused. The display of carriages in the Drawing Room is detrimental to the significance of both the carriages and the room and should be removed.



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ECONOMIC & FINANCIAL ANALYSIS

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