

GUNNERSBURY PARK London



Public Feedback Meeting

Keith Townsend, Executive Director, Ealing Council

11 February 2014

Gunnersbury 2026 **Gunnersbury Park Regeneration Project**

Outline of presentation

- **Welcome and Introductions**
- **Gunnersbury 2026**
- **Public Consultation Findings and Next Steps**
- **Future Sustainability and Governance**
- **Questions**

The Challenge

- **Restore Gunnersbury Park and Museum by its centenary in 2026**
- **Return it to the heart of the community and ensure it can offer something for everyone**
- **Ensure it is looked after for the next 100 years and beyond**



Opening of Gunnersbury Park, 1926

Development of the Masterplan

- **High level cost estimate of £51m to address all the issues and challenges**
- **Holistic approach taken as advised by English Heritage**
- **Phasing of the 12 year programme to maximise the opportunity of delivering a first phase**
- **A strategy supported by both Councils for HLF funding with park and museum bids running in parallel**
- **Governance – clear structure, both councils working together with English Heritage on the Project Board**

Development of the Masterplan – Phase 1 (£21m)

- Repair and refurbishment of large mansion and museum
- Priority repairs following condition surveys
- Refurbishment of priority heritage parkland inc Orangery plus other key park features including boating lake, signage and interpretation



Development of the Masterplan – Phase 2 (£15m)

- Refurbishment of other listed structures including Temple, lodges and walls and developing options for small mansion and stables
- Refurbishment of ‘desirable’ parkland assets including Potomac Lake and Japanese Garden



Development of the Masterplan – Phase 3 (£15m)

- New sports and community facilities
- Remaining structures incl model farm
- ‘Other’ parkland projects including Walled Garden / Capel Manor College site

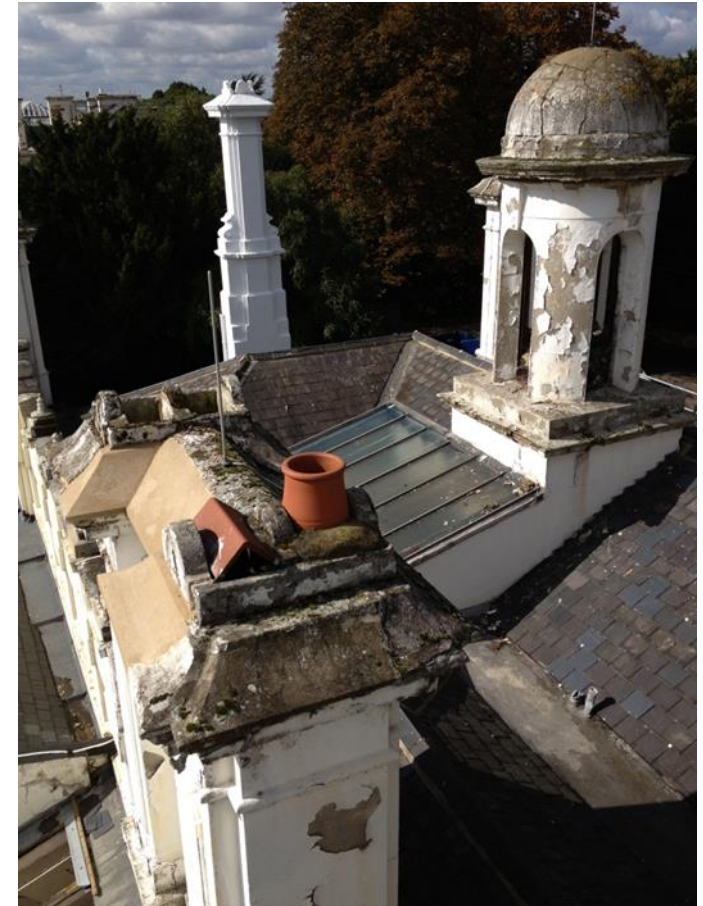


Gunnersbury 2026 Masterplan

	Phase1	Phase 2	Phase 3
Buildings	Repair and Refurbishment of Large Mansion and Museum Priority Repairs following condition surveys	Refurbishment of other listed structures including Temple, lodges and walls and developing options for Small mansion and Stables.	Remaining Structures incl Farm changing rooms
Landscape	Refurbishment of Priority Heritage Parkland inc Orangery plus other key park features including boating lake, signage and interpretation	Refurbishment of 'desirable' parkland assets Including Potomac Lake and Japanese Garden	'Other' Parkland projects including Walled garden / Capel Manor, woodland biodiversity
Timescale	2011– 2018 2015 start on site	2015-2019 2019 start on site	2019 – 2023 2023 start on site
Cost	£21m	£15m	£15m
Potential Funding Sources	HLF, Councils, English Heritage	Councils, Enabling Development Trusts S106/CIL	HLF, Sporting organisations

Phase 1 : Priority Repairs Completed - £330,000

- **Roof repairs to Large Mansion**
- **Roof repairs to Small Mansion**
- **Roof and Parapets to West Lodge**
- **Roof, chimneys and rainwater goods to North Lodge**
- **Stabilisation of East Lodge and Arch**



Stables - £280,000

Completed :

- **Taken down unstable parts and stored**
- **Removed rubbish and vegetation**
- **Prepared plans for additional repairs**

Next steps:

- **Agree approach with English Heritage**
- **Apply for English Heritage grant**
- **Carry out works**
- **Marketing of repaired building for future use**



Phase 1 : New Gunnersbury Park Museum

- To conserve and repair the Large Mansion and open more areas to the public
- To create an exciting new museum which tells the stories of Ealing and Hounslow and its residents
- To refurbish key historic rooms: the Drawing Room, Long Gallery and Dining Room and the unique historic kitchen and servants rooms
- Dynamic programme of events, activities and workshops for adults, families, community groups and schools



Phase 1 : Historic park restoration

- **Recreate the beautiful garden setting for the mansions including restoring the West Horseshoe Pond**
- **Create exciting opportunities for local people and community groups to help restore and look after the park**
- **Repair the unique park structures including the Orangery and ensure that they continue to be maintained**
- **Bring back boating on the repaired Round Pond**
- **Dedicated Head Gardener and onsite team to look after the park**



Phase 1 : Timetable

Planning Stage

February 2014

Submit application to HLF for the park (£7.6 million)

April 2014

Submit application to HLF for the museum (£12.3 million)

Delivery Stage

Permission to start project from HLF

Autumn 2014

Further project planning

Autumn 2014 to Spring 2015

Works start on site

Summer 2015 – Summer 2018

Public Consultation : November 2013

- **69 people gave their views, overall response:**

67% agree

15% neutral

18% disagree

Park

- **90% agreed : Recreating West Horseshoe Lake and removing rockeries**
- **87% agreed : Repairing Round Pond near café and reintroducing boating**
- **69% agreed : Developing a community garden in the East Walled Garden**

Museum

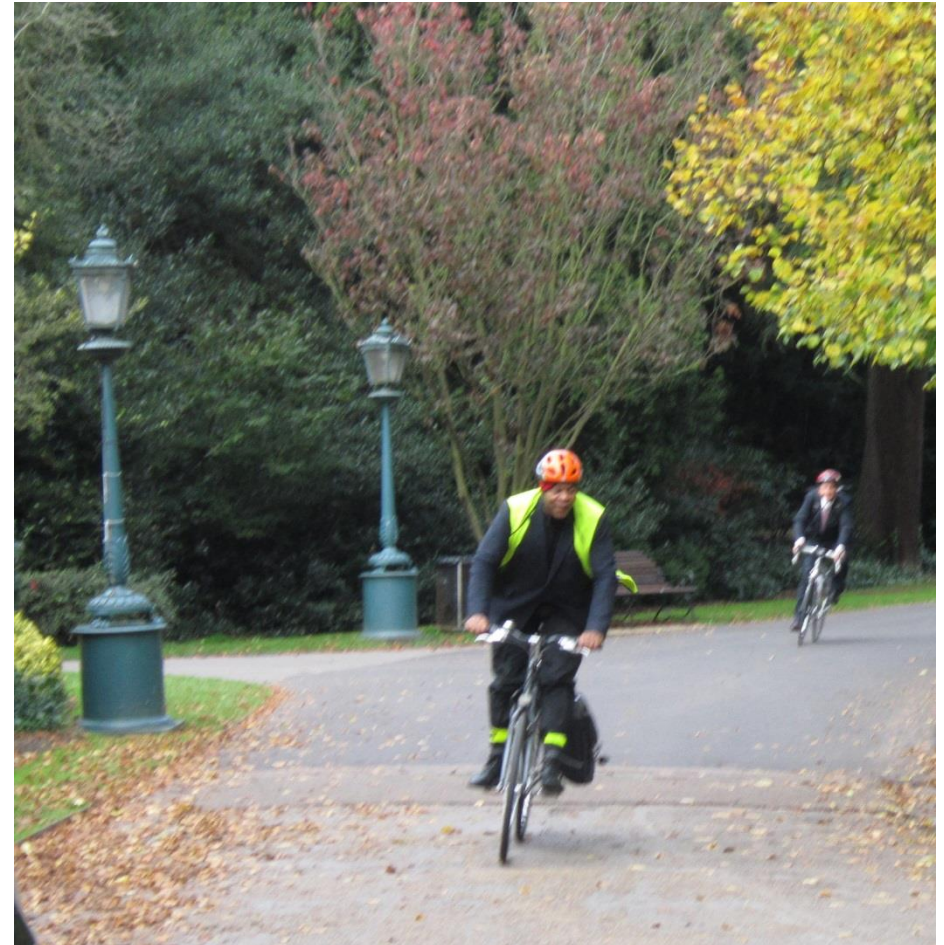
- **85% agreed : Restoring and opening more rooms in the museum as galleries**
- **79% agreed : Relocating displays to reveal principal rooms**
- **79% agreed : Make reception more welcoming, improve signage to facilities**

Public Consultation : November 2013

- **Public consultation gave us feedback on these areas:**
 - Cycling**
 - Pitch and Putt**
 - Sports**
 - Catering Offer**
 - Future Sustainability**
 - Governance**

Public Consultation : Cycling

- **Mixed feedback on cycling in the park (47% agreed 20% neutral 33% disagreed)**
- **Opportunity to better manage cycling in the park to tackle issues with other users**
- **Opportunity to connect Gunnersbury Park to the London Cycle Network**
- **Further external funding available from Transport for London for improving paths and signage**



Public Consultation : Pitch and Putt

- Open up over 18 acres of heritage parkland
- Link the inner and outer areas of the park
- Preserve long grass meadow as wildlife habitat
- Enable people to enjoy the wilder side of the park's nature
- Improve pitch and putt course to appeal to wider range of player
- Funded by pitch and putt operator



Public Consultation : Sport and Community Facility

- Many people commented they would like to see leisure activities expanded
- National sports organisations are working with us
- Gunnersbury Park is seen as a priority for investment in sports facilities
- Working very closely with Brentford FC
- The facilities will not just be for sports but community activities as well
- We will develop plans over the next 12-18 months
- The aim to complete this phase by 2019
- £¼ million in place to start planning this phase



Public Consultation : Catering

- **Over 50% dissatisfied with the cafe**
- **Nearly 75% said that we should improve the café building**
- **Allocated £120k to substantially refurbish existing café**
- **Exploring possibility of a new café which will allow for carriage display extension in the future**



GUNNERSBURY PARK London



Gunnersbury Park and Museum

DARREN BARKER, **BARKER LANGHAM**
CAROLE STEWART, **EALING COUNCIL**

11 February 2014

Gunnersbury 2026 Gunnersbury Park Regeneration Project

BARKER LANGHAM EXPERIENCE

Clissold House and Park



Victoria Park



Gorky Park



Zaryadye Park



OUR BRIEF

- Ensuring that financial sustainability is at the core
- Optimising the use of buildings and spaces to create uses
- Bringing buildings back into viable economic re-use
- Celebrating key historic buildings / spaces
- Clear zones of use with appropriate adjacencies and links (within the park and buildings)
- Using spaces and buildings appropriately
- Creating a key 'hub' with life
- Diversifying incomes
- Ensuring that the project has the right governance and HR



THE CONTEXT OF THE PROJECT

- Two Councils running one site and the issues this has created
- Declining state of the park and structures
- Many consultancy reports and options – a need to make these real
- Local authority cuts in budget a challenge
- Good local examples of investment in heritage sites
- Changing landscape in the way local authorities delivery of services
- Changing perception of the value of park and landscape schemes

"The 2026 vision is one of huge aspiration – a step change and transformation for Gunnersbury Park"



CURRENT BARRIERS TO FINANCIAL SUSTAINABILITY

General

No clarity of brand
Commercial activity - but unattractive to the market
No day to day hands on commercial development



Museum

Lack of investment in the exhibition
Lack of investment in the building fabric
Use of key historic rooms for collections storage
Use of key historic rooms for fixed exhibition elements
Constrained arrival space / shop
Lack of accessibility throughout the museum
Not maximising income from key spaces eg Drawing Room, Kitchens etc
Limited flexible space for learning or functions
Limited space for temporary exhibitions
Poor quality spaces for rental either commercial or residential
Limited marketing budget and web presence
Lack of brand identity
Issues over security



Park

Poor state of heritage buildings
Poor state of sports facilities
Residential properties in poor repair
Little investment by commercial lease holders eg cafe
Limited parking provision
Limited marketing budget and web presence
Disconnected from Museum offer and activities
Issues over security
Low event income, as facilities poor
Need for further parking



A TRANSFORMATIONAL PROJECT

THE 7 KEY MOVES

1. Governance

2. Management & Human Resources

3. Capital Investment

4. Re-Investment in the Assets

5. High Quality Experience

6. Diverse Economy

7. Well-Managed Change



I. GOVERNANCE

1. Governance

2. Management & Human Resources
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PURPOSE OF REVIEW

Background

- Major long term and high value regeneration project
- £50m + budget
- Acknowledged need to refine governance structure
- Major project will require new approach to deliver it
- Previous studies acknowledged

Questions

- What needs to be refined to make joint management work?
- What are the options?
- What will give investors comfort
- What's best for the park / people?
- What happens post-2018?

Process

- Review existing data
- Look at potential other options
- Score potential options to compare pros/cons
- Make a recommendation [for discussion] for the future.



CURRENT SITUATION

Ealing and Hounslow Councils are the owners of Gunnersbury Park Museum and the parkland of the Gunnersbury estate:

- 1927: establishment of an agreement on the joint stewardship
- 1967: latest signed agreement
- 2009: latest agreement update, which is pending final sign off

Advisory Committee/Panel:

- Comprises three councillors from each local authority
- Holds open meetings with the public
- Comments on the project and the park but no formal decision making powers

Decisions are made through Cabinet with parallel reports to the respective Cabinets of each council

1. Governance

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OPTIONS IDENTIFIED IN 2004

Option 1:

Preserve the status quo and explore the opportunities to secure revenue providing activities and external funds

Option 2:

Revise the existing arrangements so that one council has sole responsibility and can take a strong leadership role

Option 3:

Re-launch Gunnersbury Park as a Social Enterprise and hand the management and/or ownership of the estate over to an independent trust

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Appraisal of options for the future management of Gunnersbury Park - July 2004

**Appraisal of Options for the future
Management of Gunnersbury Park**

by

The Parks Agency

July 2004

F:\David\msf\Projects\Management Plans\Gunnersbury Park\Park Reports\Gunnersbury Park final - The Parks Agency - FEB05.doc1

MAIN OPTIONS

The key options are:

- 1 Local government managed
- 2 Trust model
- 3 Private sector operation
- 4 Partnership with a non-profit organisation
- 5 Mixed economy
- 6 Joint Venture company

Options	Details	Applicability
Local Government Managed	This would involve bringing the Park into Local Government direct management. One of the two authorities could take overall control of the Park with the other acting as a client. This would be one option for a potential management solution	The applicability of this model is possible. The transfer of services in-house does pose challenges arising from new terms and conditions of employment, the management of the operation and potentially added costs.
Trust Model	Moving the operation to a charitable status, governed by Trustees	This is an applicable model, although the risks are that the quality of Trustees and direction cannot be guaranteed, and therefore the overall operation could be compromised. There are good examples – such as Chiswick House and Gardens locally. Moving to a Trust doesn't guarantee success – and often Trusts don't benefit from the access local authorities have to expertise and resources.
Continue with private sector operator	The current mode of operation.	Applicable if the overall operation has a clearer management structure, and the overall Park has a well defined vision, brand and identity. Could be applicable for certain elements of the operation – such as maintenance etc.
Partnership with an existing non-profit distributing organisation (NPDO)	This would involve working in partnership with an existing NPDO and entering into contractual arrangements for the delivery of agreed KPIs.	There are a number of existing NPDOs managing and operating heritage services in partnership with local authorities. However, organisations located elsewhere may be unable to take on the whole Park and is less likely to have a specifically local focus.
Mixed economy	This would involve the diversification of delivery of the Park by different delivery models whether public, private or voluntary sector and/or in-house.	A clear strategy of operation would be required beyond that currently discussed. It is suggested that there are no significant advantages of breaking up the Park operations in this way.
Trading / Development Company	A bespoke vehicle that allows the Public Sector to trade commercially for profit. The Powers under the Local Government Act 2003 and Localism Bill 2011 enable trade with private bodies and persons for profit (i.e. charges fixed at more than cost recovery) and provide new freedoms and flexibilities with the power to trade only exercisable through a company.	The potential for this model is extensive. The model in this instance could be a Joint Venture model with both Local Authorities jointly owning the company. It allows the focus to be both local - whilst allowing trading beyond the borders. It also allows for joint procurement of services from third party providers.

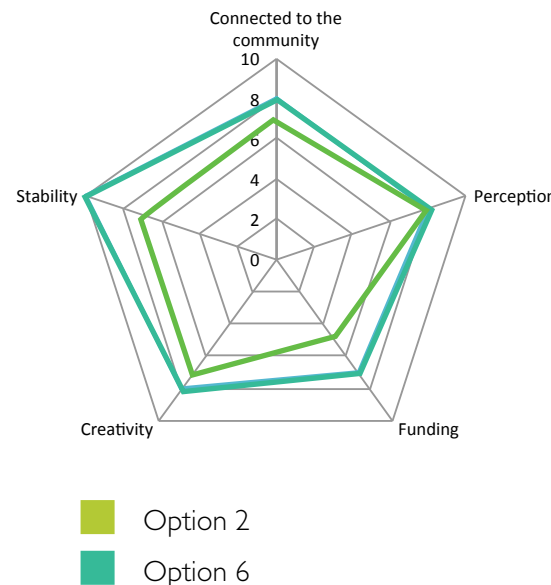
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HIGHEST SCORING OPTIONS

OPTION 2		A Trust Structure
Factors	Score /10	Comments
Connected to the community	7	Strong local representation through Trustees
Perception	8	Seen as solid, charitable
Funding	5	Needs foundation of financial support from the Councils
Creativity	7	Can be creative, depends on Trustee skills
Stability	7	Can be stable, but affected by external factors
AVERAGE SCORE	6.8	



OPTION 6		Joint Venture
Factors	Score /10	Comments
Connected to the community	8	Connected at Board level to the community, more connected to business
Perception	8	Positive perceptions - a specific vehicle for Gunnersbury Park, which has the site as its full focus
Funding	7	Same access to funds as a local authority, possibly has more commercial focus
Creativity	8	A creative structure that offers opportunities for diverse approaches
Stability	10	Solid management team, strategic commitment to the park with Councils involved
AVERAGE SCORE	8.2	

OPTION FOR FURTHER CONSIDERATION: JOINT VENTURE

Benefits

- Resonates with the 1925/6 agreement
- Supported by both Councils' infrastructure and skills
- Control of the site's activities
- Ownership of site – a long term ownership
- Still part of local democratic framework
- Structure means its doesn't lose momentum through complex Council processes
- Simple to set up
- Can have a Development Trust alongside to allow fundraising
- A new model for Council collaboration for a cultural project

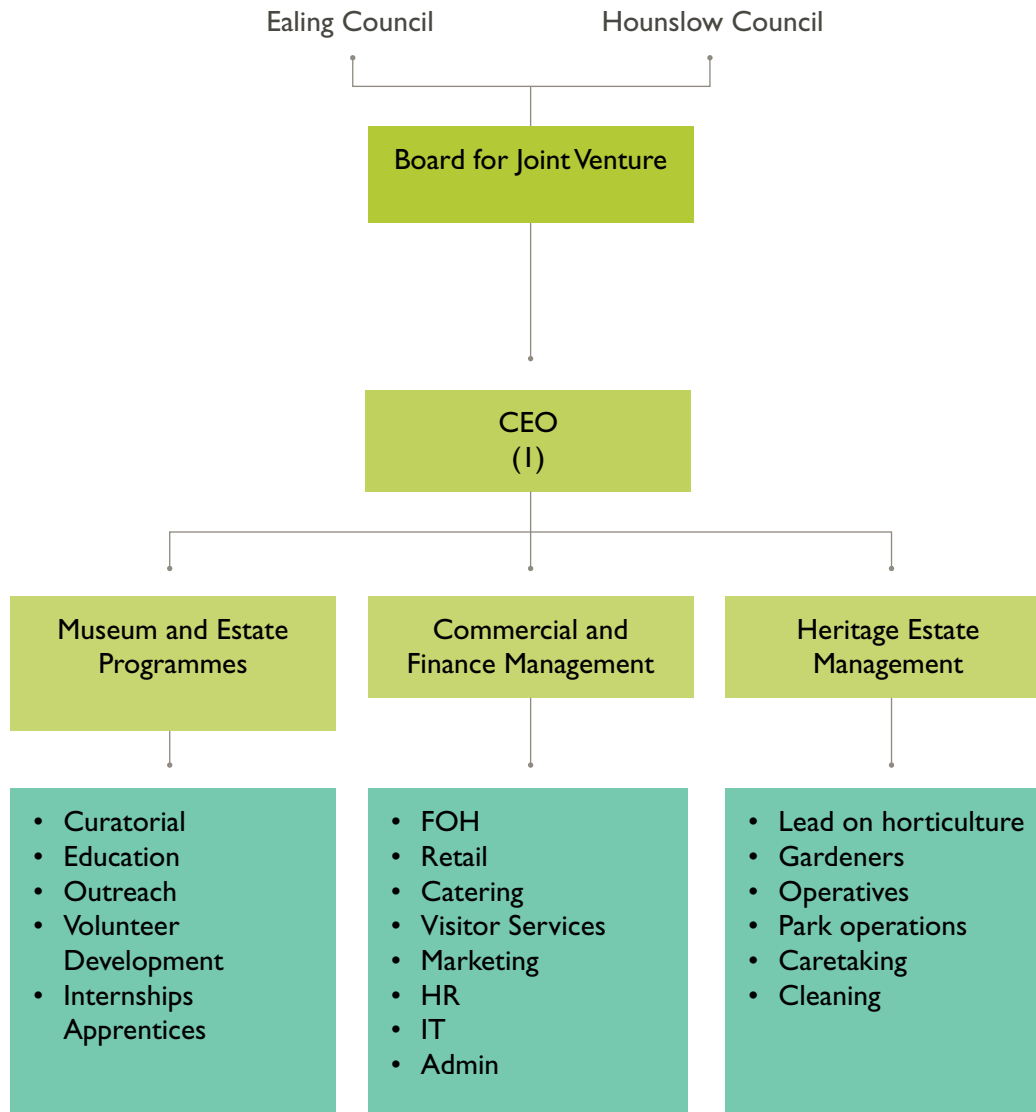
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POTENTIAL JOINT VENTURE

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- (1) **CEO**
Project champion / on-site leadership, overall management of estate and all on-site activities, masterplan delivery, fundraising direction / strategic leadership
- (2) **Museum and Estate Programmes**
- (3) **Commercial and Finance**
- (4) **Heritage Estate Management**

DEVELOPMENT TRUST

WHY A DEVELOPMENT TRUST?

- Eligible for funding from restricted charity funders
- Enables peer to peer giving
- Provides donors with reassurance

ROLE OF TRUSTEES

- Strategic oversight and expert advice on fundraising / finances
- Acting as influential role models
- Tapping their existing networks of contacts
- Active role as fundraisers: making the “ask” of individual and corporate donors and writing funding bids
- Hosting events and acting as figureheads

GUNNERSBURY DEVELOPMENT TRUST

- Ealing and Hounslow Councils joint enablers
- Single focus on raising funds for Gunnersbury
- Refine fundraising strategy
- Key tasks now:
 - Developing the governance framework
 - Source trustees
 - Objects and draft constitution
 - Registration

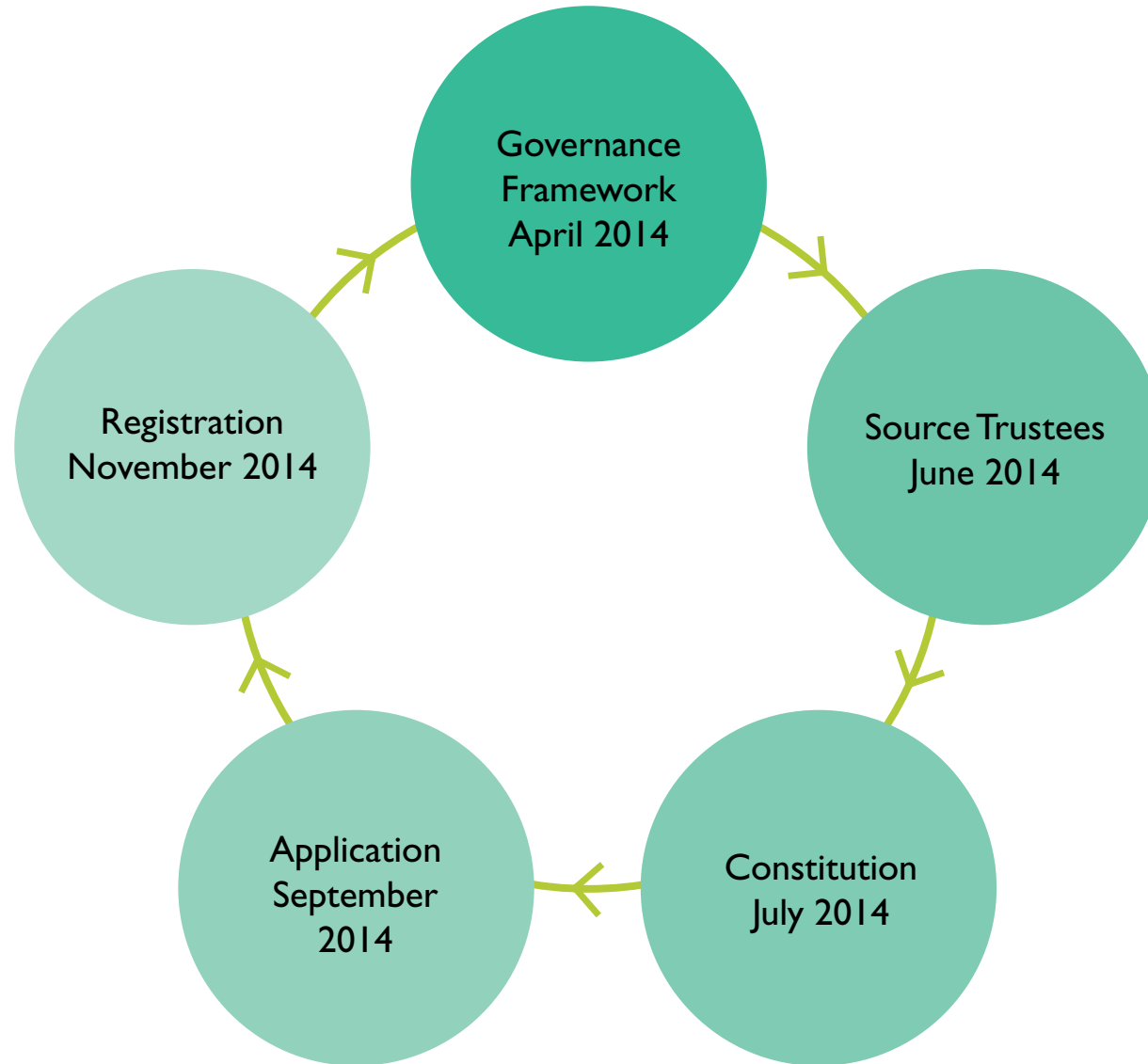
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‘charitable trust established to receive private and corporate gifts, as well as to be a conduit for grants from charitable trusts and foundations or funding routes for which the parent organisation would normally be ineligible’.

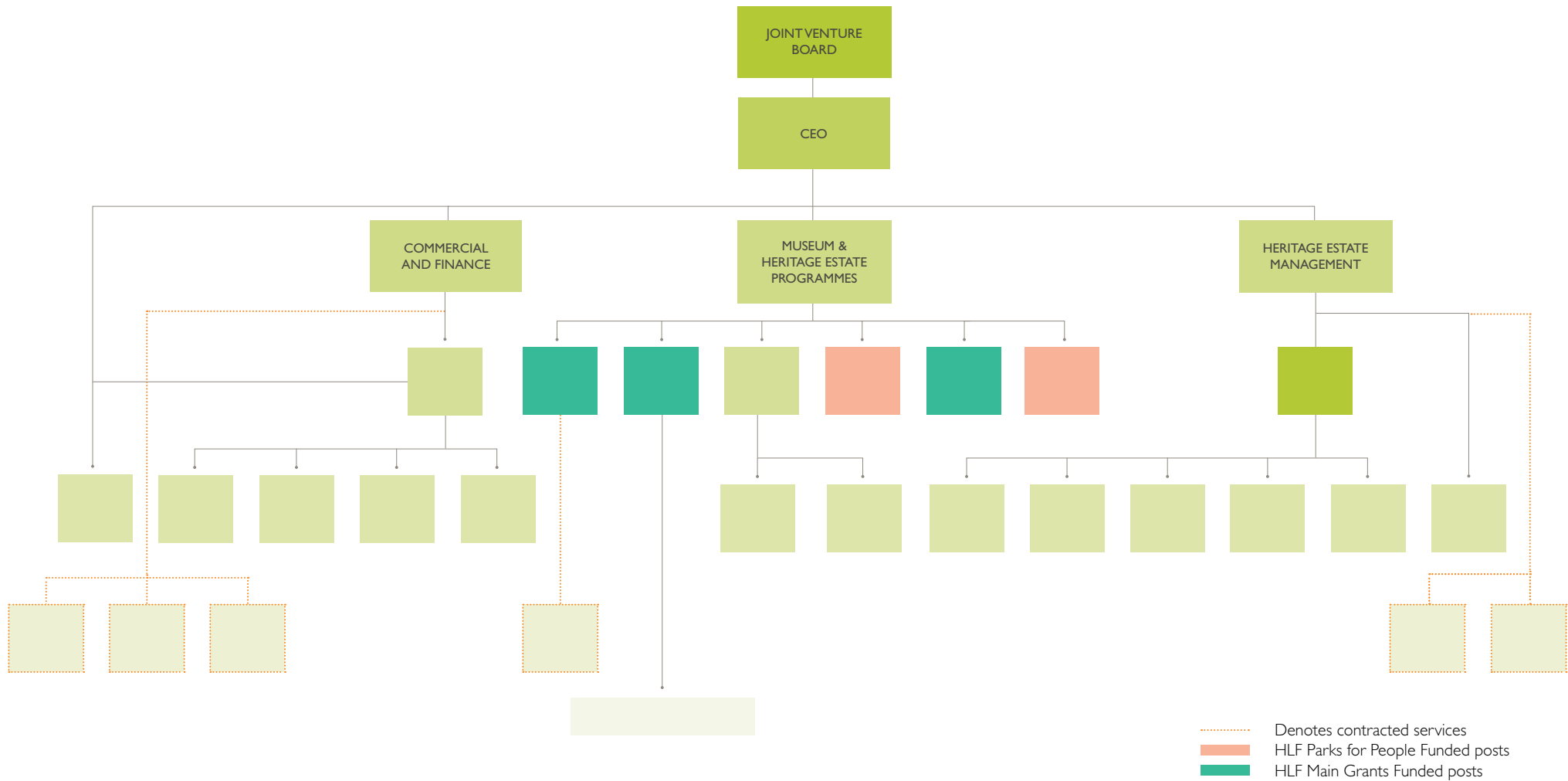
GUNNERSBURY DEVELOPMENT TRUST TIME-LINE

- 1. Governance
- 2. Management & Human Resources
- 3. Capital Investment
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2. MANAGEMENT & HUMAN RESOURCES

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Denotes contracted services
 HLF Parks for People Funded posts
 HLF Main Grants Funded posts

3. CAPITAL INVESTMENT

Need for Investment

- Investment in:
 - Landscape
 - Historic fabric
 - Exhibition
 - Interpretation
 - Fixtures and fittings
- Creating marketable high quality spaces
- The foundation for the future of the site
- Provides infrastructure for generating income
- A strategic ongoing process through the masterplan

1. Governance
2. Management & Human Resources
- ▶ **3. Capital Investment**
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4. RE-INVESTMENT IN THE ASSETS

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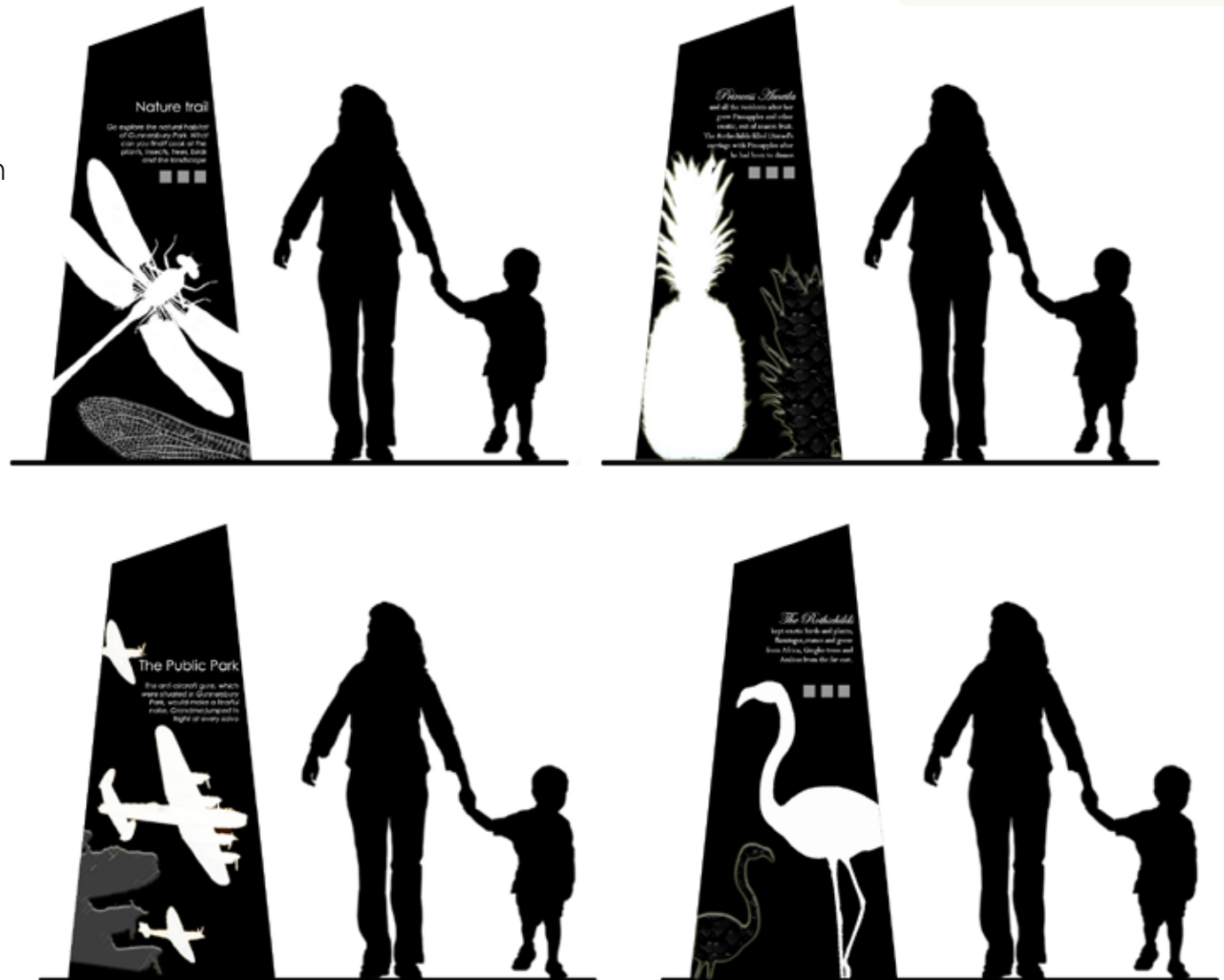
Summary of Costs for Maintenance and Cyclical Tasks

Building / Structure	Maintenance costs per year (inc VAT) from Year 2	Maintenance costs per year (inc VAT) - Year 1 [50%]	Maintenance costs over 10 years	Cyclical Costs for 10 years
Orangery	26,440	13,220	253,500	153,000
Temple	16,890	8,445	158,000	141,000
Potomac Tower	20,000	10,000	200,000	178,000
Parkland Structures	10,000	5,000	100,000	96,000
Mansion	55,500	27,750	555,000	1,173,000
Total	128,830		1,266,500	1,741,000

5. HIGH QUALITY EXPERIENCE

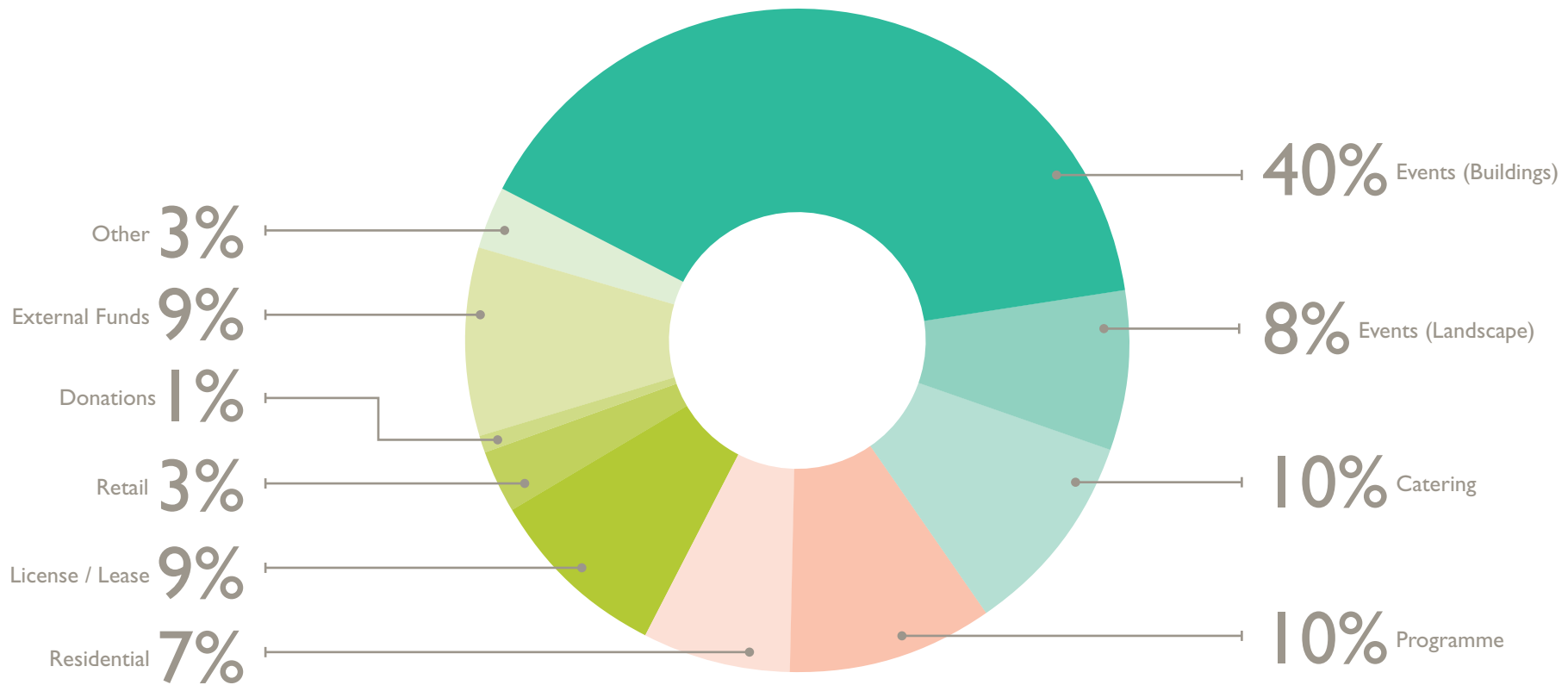
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- More accessible - more users
- Restored features and heritage
- High quality exhibition / interpretation
- Improved visitor facilities
- Visible staff presence and welcome
- New café and external landscape
- Great programmes and activities



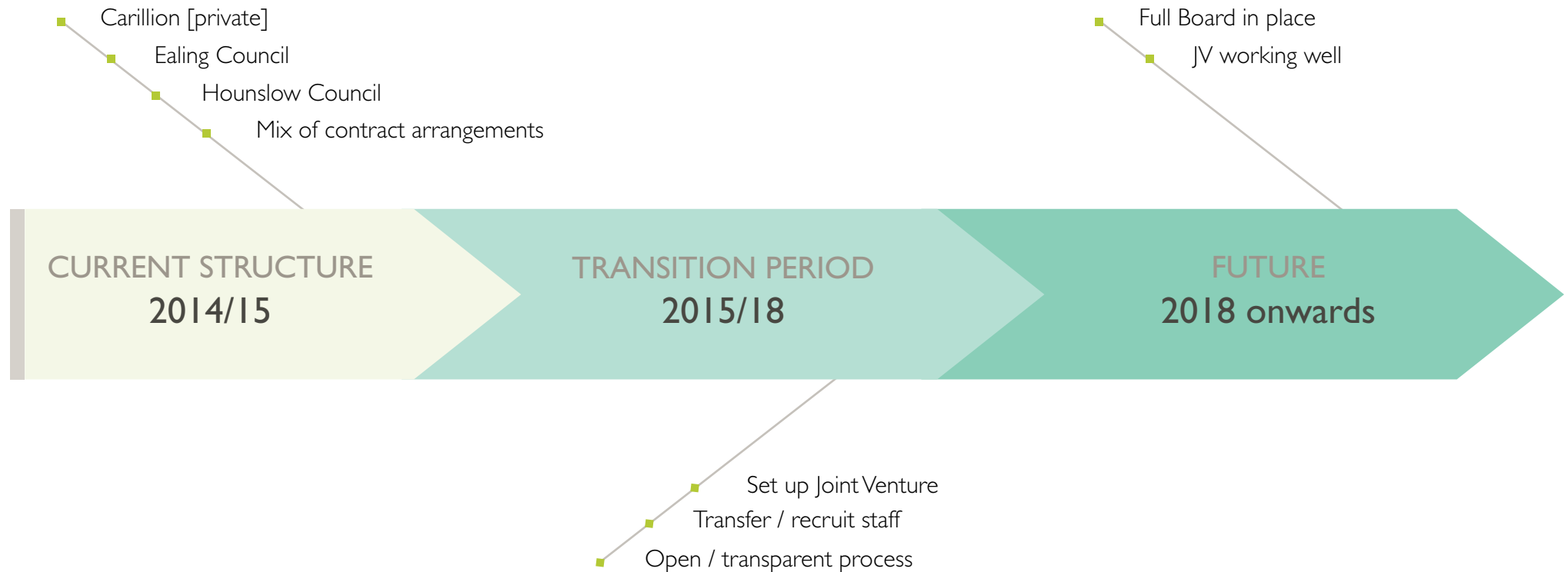
6. DIVERSE ECONOMY

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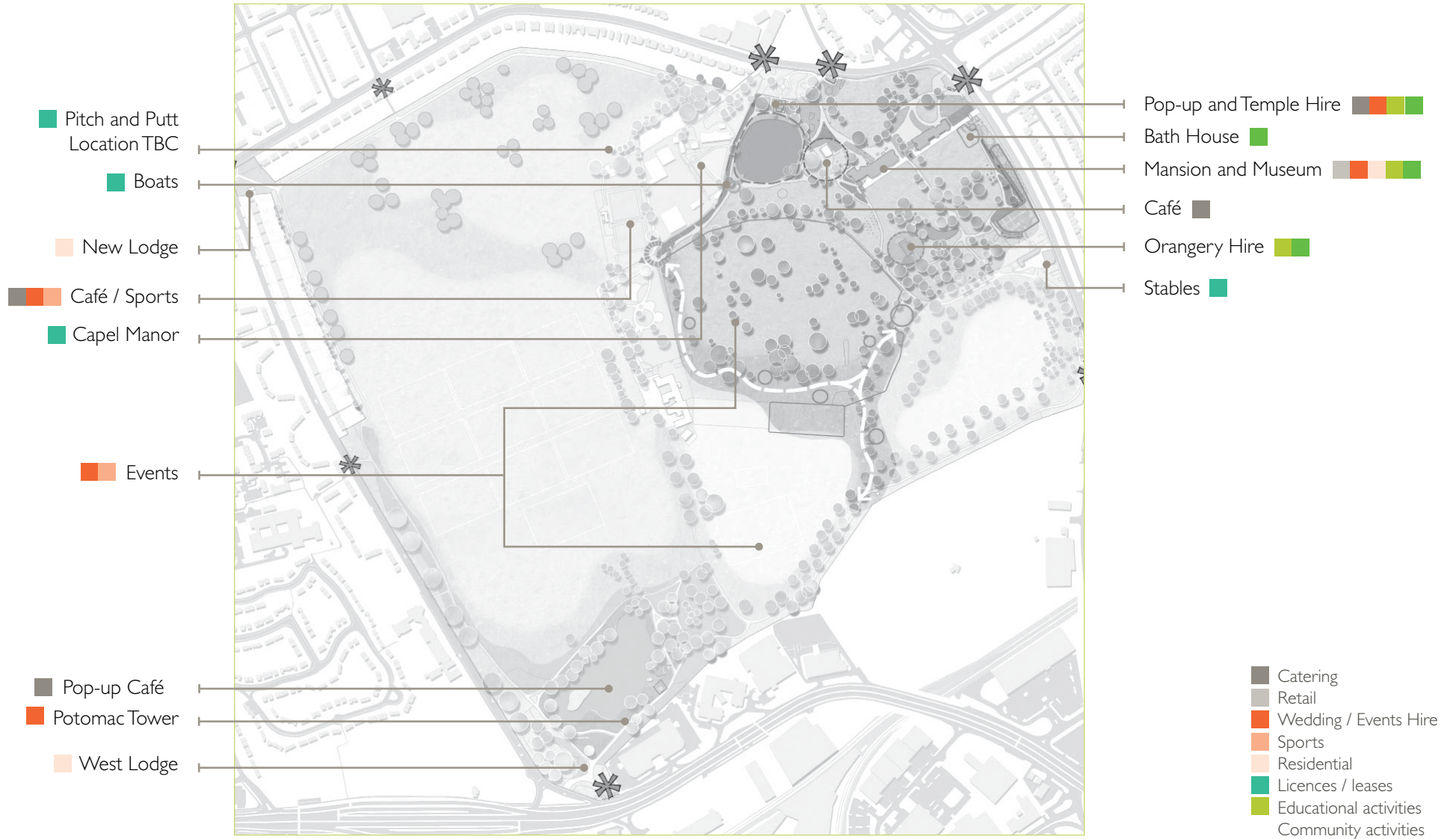
7. WELL MANAGED CHANGE

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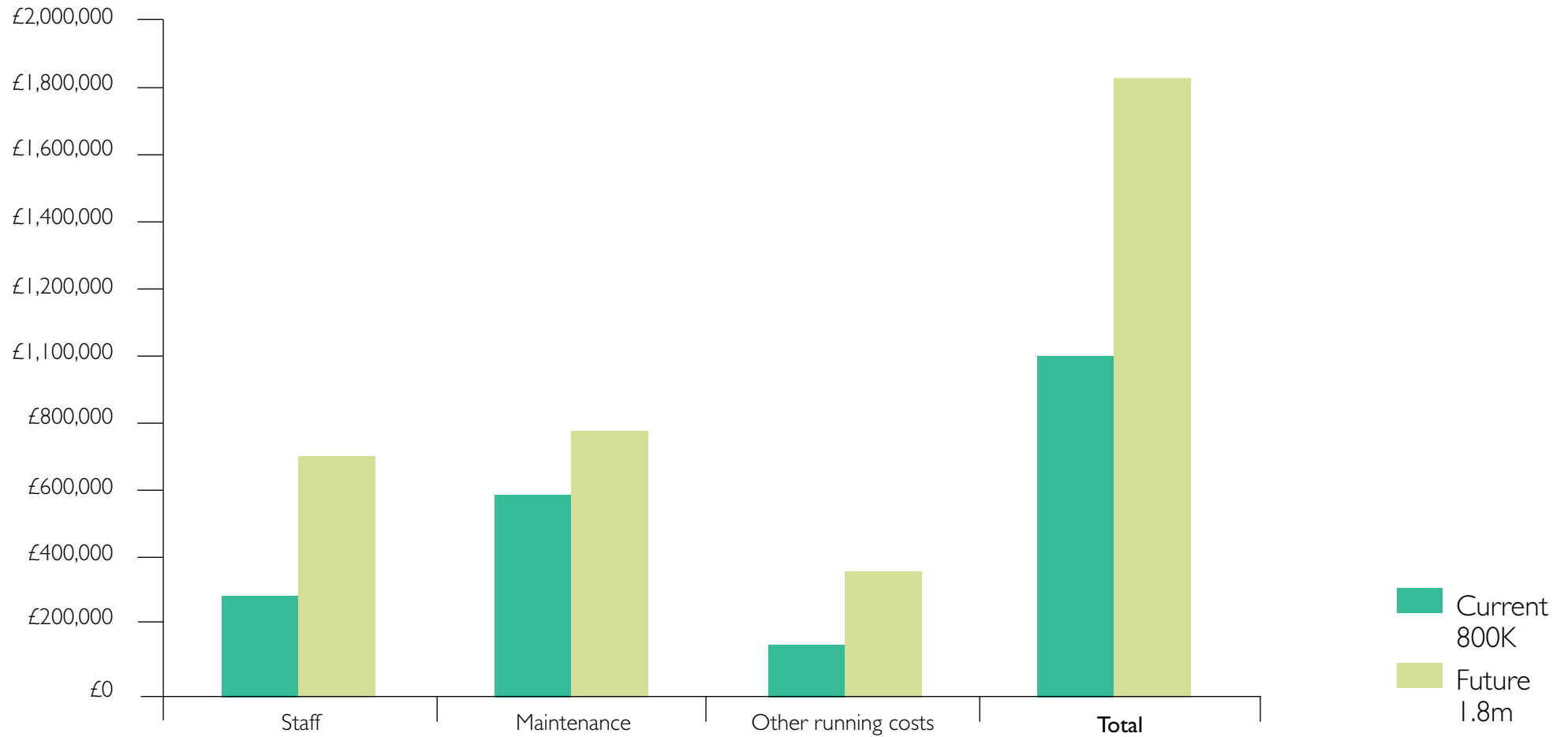


OVERVIEW OF KEY INCOMES

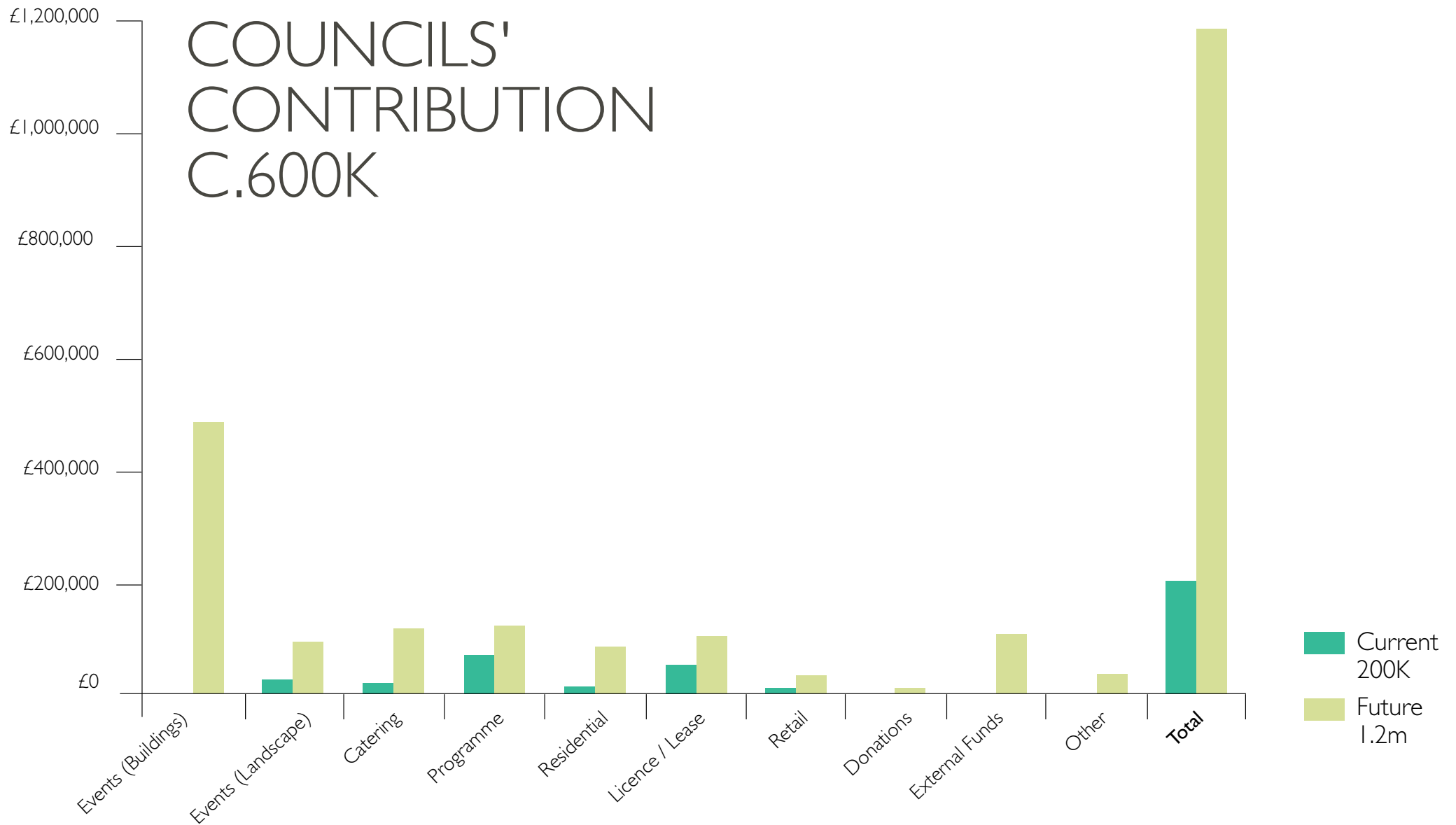
Income Generation on the Estate



OVERVIEW OF KEY EXPENDITURES



OVERVIEW OF KEY INCOMES



KEY CHANGES FROM ROUND 1

Changes from Current operation

Project Element	Current	Future
Governance structure	Joint Committee	Joint Venture
Management Structure	Off site	Team on site
Visitors to the Park	660,000	1,000,000
Visitors to the Museum	30,000	45-50,000
School users	11,400	24,000
Museum staff costs	£210,000	£355,060
Park staff costs	£62,000	£344,210
Museum staff numbers	5	12.5
Park staff numbers	4	11.5
Income	£203,250	£1,182,116
Museum/Mansion maintenance p/a	£78,000	£194,023
Park and Structures maintenance p/a	£515,000	£577,035

ANY QUESTIONS?



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