

GUNNERSBURY 2026 MASTERPLAN



Contents

1. 0 Introduction

- 1.1 Background to the project
- 1.2 The Regeneration of Gunnersbury Park
- 1.3 Vision for Gunnersbury Park and Local History Museum
- 1.4 Geographical Area of the Park
- 1.5 Ownership and Project management
- 1.6 Masterplan Development
- 1.7 Brief Outline of the Proposals
- 1.8 People Engagement

2.0 Phase One Priorities – Delivery Stage 2012 to 2016

- 2.1 Restoration of Landscape
- 2.2 Restoration of Buildings
- 2.3 Enhanced Museum

3.0 Phase Two Priorities – Delivery Stage 2015 to 2020

- 3.1 Small Mansion and Stables
- 3.2 Café, Catering and Events
- 3.3 Wider Parkland – Biodiversity and Potomac lake

4.0 Phase Three Priorities – Delivery Stage 2020 to 2026

- 4.1 Pitch and Putt
- 4.2 Amenity Facilities
- 4.3 Walled Garden
- 4.4 Playground
- 4.5 Sports
- 4.6 Japanese Garden
- 4.7 Management and Maintenance

5.0 Business Plan and Future Governance

1.0 Introduction

1.1 Background to the Project

Gunnersbury Park is a Grade II* English Heritage Registered Park containing 22 Grade II* and Grade II English Heritage listed buildings making it one of the top 30% of Registered Parks and Gardens containing some of the top 10% of historic buildings in England. The Park has a rich history and a strong historic significance having been owned and developed as private 'country' estates by both Princess Amelia, daughter of George II in the C18th and Baron Lionel de Rothschild and his family in C19th, before finally becoming a public park in 1926. Despite the best endeavours of the London Boroughs of Ealing and Hounslow the Park has been in decline for a number of years and 9 of the buildings and the park itself are now on the 'At Risk' register. Since 2009 a vision for the Park has evolved as both councils have realised the enormous untapped potential that exists in both the park and museum that once unlocked could bring about a transformational change that would make Gunnersbury Park a 'destination' park for visitors across London as well as the local community.

Ealing and Hounslow Councils are fully committed to regenerating the park and as joint owners are working closely together for the first time in many years to create a Park and museum of outstanding quality. To ensure the success of the project a clear governance structure was put in place with equal representation from both Councils who meet regularly every 4 to 6 weeks to discuss progress, agree proposals and make decisions. Project Champions from both councils meet with English Heritage and other stakeholders to get high-level support for the project.

A key requirement of English Heritage and the Heritage Lottery Fund was to address the Park holistically rather than adopting a piecemeal approach. The 2009 Options Appraisal and the 2011 Feasibility Study and both adopted this holistic approach. However, these two studies identified that the scale of resources required to tackle the park holistically was such that it was highly unlikely that such resources would be capable of being applied to Gunnersbury Park in a single project. It was therefore agreed that phasing would be necessary and Gunnersbury 2026 was borne to coincide with the Parks centenary. The first phase of this 15-year project would start in 2012 and run until 2017.

In the initial stages of the project a number of expert consultants were appointed to produce a suite of documents to inform the masterplan including:

- Conservation Management Plan – overarching document outlining the significance, value and needs of the diverse features
- Gunnersbury Park Options Appraisal – considering sustainable uses for the major buildings and how this might be funded
- Museum Feasibility Study – considering the future development of the museum and its role in the regeneration of the whole Park
- Catering Review – to consider the business case based on a holistic approach and to scope the opportunity that exists

1.2 The Regeneration of Gunnersbury Park

Ealing and Hounslow Councils together with English Heritage have developed a masterplan strategy to address the significant number of challenges facing the Gunnersbury Park Project. The masterplan presents the vision for the future and details what work needs to be undertaken to achieve it. The decision was made to deliver the masterplan in three phases with Phase 1 kick starting the regeneration of areas of the Park whilst viable new uses were found for those buildings and park land currently under used. This strategy of commencing with a manageable first phase will generate interest from other organisations and partners to assist with subsequent phases as they see the Park being transformed. This has already proved to be the case as considerable interest has been shown in the Small Mansion.

1.3 Vision for Gunnersbury Park and Local History Museum

The vision, which has been endorsed by both councils at Cabinet level, is to conserve and enhance the significance of every aspect of the Park and so become:

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

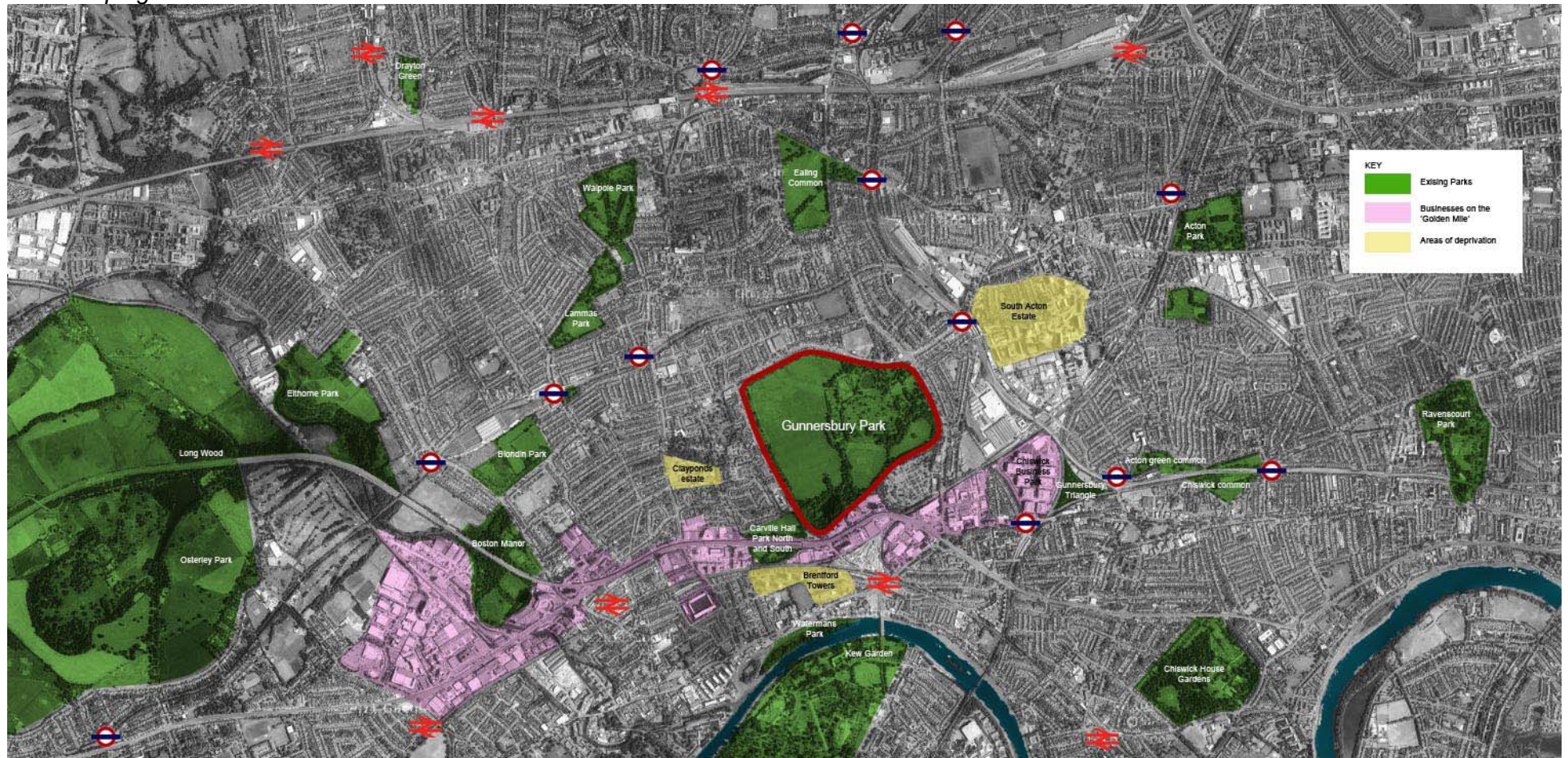
To achieve this vision and make Gunnersbury a significant heritage and leisure asset for the local and wider community, the councils and its partners will:

- Conserve and enhance the significance of every aspect of the Park, the landscape, buildings and the museum collection
- Restore the buildings, remove them from the 'At Risk' register and find a use for them to ensure they have a sustainable future
- Restore the core heritage parkland, sports facilities, play areas and park infrastructure
- Enhance and improve the museum service to strengthen its relevance and appeal to a wider audience and increase the number of visitors
- Improve visitor facilities and make the Park and all its buildings more accessible and welcoming
- Establish a range of interpretation opportunities for discovery and enjoyment that appeals to a variety of audiences and which links the Park and museum together
- Develop a programme of park wide activities and educational opportunities (both in museum and outdoors) to engage with new and existing audiences, volunteers and partners
- Ensure the site becomes financially viable and sustainable for future generations to enjoy
- Pursue commercial uses that are financially imperative to the future sustainability of the Park
- Strengthen links with the local community, stakeholders and organisations
- Improve the management and maintenance of the Park and Museum to ensure improved efficiency and value for money

The councils will work closely with English Heritage, planners and legal services to enable this vision to be achieved.

1.3 Geographical Context of the Park - The map below shows the location of Gunnersbury Park and the surrounding area

A site map fig 1 location



The areas surrounding Gunnersbury Park include, residential, business, educational and commercial land uses.

Within a two-mile radius of Gunnersbury Park there are areas of both significant deprivation and disadvantage (such as parts of South Acton where more than 40% of the population are considered income deprived) as well as some of the least deprived areas in the country. The South Acton estate is within the 15% most deprived areas in the country; Brentford Towers is within the 21% most deprived. Poverty disproportionately affects children on these estates and latest statistics show that nearly two thirds of children (64%) on the South Acton estate and 51% of those at Brentford Towers are living in poverty. In terms of income deprivation affecting children, South Acton estate is amongst the 1% most deprived in the country, and Brentford Towers amongst the 6% most deprived. Approximately one-third of older people are also income deprived in these two areas.

The park is located very close to the A4/M4 'Golden Mile' where a number of national and international businesses are located and the award winning Chiswick Business Park is also located close by.

There are 10 public entrances to the park that are well distributed along the north (Popes Lane), east (A406 North Circular Road) and west (Lionel Road North) boundaries. Pedestrians use all of these entrances and two entrances on Popes lane are also used by public and staff vehicles. Contractor's vehicles can also use 3 other gates for special events and works. Three office blocks on the south boundary have private gated access to the park

The park has excellent transport links including 3 nearby underground stations (Acton Town, South Ealing and Gunnersbury which is also on London Overground, all 10 –15 minutes walk), a main-line station (Kew Bridge 10 minutes walk), several bus routes. The park is directly accessible from the M4/A4 and North Circular Road and has a large main car park and a separate disabled car park as well as some parking on local roads and potentially in local offices at weekends.

1. 5 Ownership and Project Management

The Park is situated in the London Borough of Hounslow but it is jointly owned by Ealing and Hounslow councils. Strategic decisions in relation to the site are taken jointly by both councils in accordance with the 1967 Agreement. Since the commitment from both authorities towards the Gunnersbury 2026 master plan, a joint project board has been established, with project champions, senior officers and cabinet members from both councils and English Heritage attending. Ealing Council's Major Projects team are leading on this project on behalf of the two authorities, given its experience, expertise and existing structure.

1.6 Masterplan Development

To inform the masterplan the following documents were used:

- The Conservation Management Plan June 2008 undertaken by Chris Blandford Associates – this was adopted as formal guidance by both Ealing and Hounslow councils at Cabinet meetings held in December 2011 and January 2012 respectively. This will be updated at the first phase develops and following the successful completion of a HLF Round 1 bid.
- Options Appraisal June 2009 by Jura Consultants and LDN Architects – following the ‘Green Book’ guidance the key stages were to identify the aims and objectives, develop long and short lists of options, prepare a detailed analysis and identify a preferred option. This drew on many previous studies including the 1998 regeneration proposals. Its main objective was to develop a plan to minimise the potential loss of heritage in the Park. The objectives identified remain the same today as they were influenced by the needs and desires of local, regional and national users. They also considered the need for services and facilities to ensure as many people as possible from the local area and far beyond could enjoy the Park:
 - 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
- Survey of residents within a two-mile catchment of the park in November 2009 by Jura Consultants – the survey was distributed to over 70,000 households within a two-mile radius and ran from August to the end of September 2009. It included questions on:
 - Demographics
 - Usage of Gunnersbury and other parks
 - The proposed option from the options appraisal by Jura Consultants in June 2009
- The Museum Feasibility Study July 2011 by Jura Consultants – this was informed by a review of the existing museum facilities and visitor experience, the collection, consultation with staff and stakeholders and an assessment of the visitor market potential. The aims of this study are set out below:
 - To be as imaginative, appropriate and distinctive but also sustainable
 - To reposition the museum service
 - To raise the profile of the museum as a major cultural service
 - To strengthen the relevance of the service for local people
 - To be a vehicle for interpreting Gunnersbury estate

- To provide a long term plan for the museum service
 - To appeal to major funding bodies like the HLF
 - To be an integral part of the park regeneration proposals
- Review of Commercial Opportunities June 2011 by Cushman and Wakefield - this initial report looked at potential alternative uses for the buildings and spaces within the park, development opportunities and the likely value that might be released in each case. The review considered opportunities for raising capital and revenue potential was also considered.
 - Condition Surveys by Morton Partnerships in November 2011 on all the buildings and structures in the park - to identify the necessary repairs and provide a summary report for each structure identifying the urgent works to be completed and budget costs plus identifying specialists required to assist in specifying a full schedule of repairs for the structure. The format of the surveys was the same as a Quinquennial Report.
 - Review of the Catering Opportunity December 2011 by Kendrick Hobbs Catering Consultants - based on the expected profile and number of visitors to review the catering requirements, define demand in terms of the type of product across times of the day, price point and styles of operations. To identify sales expectations and achievable operating margins and profit or rent concession. Secondly to consider event catering based on deliverable types of events and customer numbers, spend, sales and achievable margins and profit or rent concessions. To detail strengths and weaknesses and the capital implications of each.
 - Initial Landscape Masterplan May 2011 – this was based on the character zones identified by the Conservation Management Plan and looked at park use, assets and challenges to develop a holistic masterplan identifying a range of landscape and park improvements suitable for phased delivery



1.7 Brief Outline of the Proposals

The plan below shows the 72 hectare park including the listed buildings and main landscape zones and activity areas.

Fig. 2 Plan of the park



It is proposed to regenerate the site by breaking it down into three manageable phases:

Phase One

Phase One has developed into the 2012 HLF Parks for People and Heritage Grant bids and addresses the following key areas:

Parks for People

- Restoration of the core heritage parkland around the large and small mansions
- Reinstatement of the horseshoe lake with sustainable new water source
- Establish a heritage kitchen garden
- Relocation of the golf course to open up access to the historic parkland and re-establish the link between the houses and historic parkland
- Repairs to the boating lake and reintroduction of this activity
- Redesign of the community hub around the café including the play area
- Restoration of The Orangery with additional facilities
- Improvements to entrances
- Repairs to the Temple, North Lodge and Potomac Tower and other listed parkland buildings

Heritage Grant

- The restoration and refurbishment of the large mansion Grade II*
- The conservation of the collections of the Gunnersbury Park Museum; the museum for the two London Boroughs of Ealing and Hounslow
- Refurbishment of the museum exhibitions/displays/interpretation within the large mansion

Phase Two

Phase two focuses on the Small Mansion and Stables and further repairs to structures and parkland.

- To ensure the future sustainability of the Small Mansion and Stables and reduce the liability on both councils the market will be approached to find a partner(s) who will restore and maintain the buildings subject to English Heritage, planning and legal approval. This will also contribute to the overall business case for the park ensuring it has a sustainable future.
- There is the potential to include the East Lodge and Bath House with the Small Mansion but this will depend on the market response. The strategy is clear, to find acceptable uses for the buildings that maximises public access but at the same time ensures the future sustainability of the buildings and the park as a whole.
- Further repair works to structures within the park with reference to the condition surveys and English Heritage

- A range of biodiversity, landscape and access improvements around the Potomac Lake together with the development of a community fishing project. This project may have the potential to find suitable sustainable uses for the West Lodge and Potomac tower
- New (Hamilton) Lodge will be refurbished and let as a residential property to help fund the increased management and maintenance costs.

Phase Three

Phase Three focuses on the sports element within the western half of the park and will involve identifying partner(s) to create a vibrant sporting centre and new sports hub for the residents of both boroughs. This will provide a future for the model farm buildings and with increased sporting participation will help to make Gunnersbury Park a centre of sporting excellence.

Phase three will also include further improvements and repair works to parkland and structures and in particular a re-assessment of the space and use of the walled garden currently occupied by Capel Manor and Greenscene to maximise the potential of the site and ensure value for money and sustainability. This might also include a relocated grounds maintenance depot and access to both the car park and heritage core

People Engagement

At the heart of the project spanning 25 years there will be a strong emphasis on community involvement and participation with the aim to increase the range of audiences across both boroughs and across London. Activities and consultation will be planned to attract a wide ethnically diverse audience and to provide an 'offer' that ensures all those who visit the park and museum are eager to return. There will be increased volunteer opportunities in both the park and museum as set out in a Volunteer Action Plan. There will also be a greatly enhanced opportunity to improve skills and knowledge through learning and training beyond that provided by Capel Manor Horticultural College and the Museum service. This will be built upon but with additional resources employed (Outreach Officer, Learning Officer) and apprenticeship schemes there is considerable potential to significantly expand volunteering, learning and training in the park.

- Volunteering – we know that local people love Gunnersbury Park and that they are interested in volunteering to support the park's development, this has recently been evidenced by the establishment of grassroots organisation 'Gunnersbury User Volunteers' or 'GUV'. They are keen to work with us to develop their involvement and broaden the range of volunteering opportunities in the park. Volunteering enables people to take ownership and to greater participate in the management of a park. It is our intention that the recruitment and retention of volunteers for Gunnersbury Park is mindful of the need for diversity among volunteers and that different social groups are supported to be able to participate.
- Learning - Gunnersbury Park is an incredible resource for learning with links to nature conservation, ecology, horticulture, built environment, local history and the park's own unique and varied heritage. In our visitor survey a third of park users expressed a desire to be able to access better activities for children. Just under a third wanted better learning and educational activities in the park and its

buildings. Research with teachers also told us that they believe the park has a lot of potential for linking into a wide range of their curriculum for all levels of students (early years through to secondary and including special educational needs). This project, through the Learning Officer post will develop a curriculum based learning programme for local schools and colleges to tie in with the museum's learning programme, around heritage, horticulture, nature conservation etc. The learning on this project will be far greater than that linked in to formal education. The Outreach Officer post will enable us to develop a programme of partnership projects with local community groups to provide a range of community led activities which explore the park's heritage, for wider public use e.g. art trail, tree trail, guided tours, pod casts, community archaeology activities, community picnics, events. We will also develop a series of workshops, lectures and events that enable the wider public to get involved in and learning from the project with us e.g. how to restore Pulhamite rock features, pond management, lime mortar walling.

- Training - This project will link in to and provide opportunities for training on every aspect of the project and we will seek to ensure that contractors also provide opportunities for apprenticeships and work experience within their organisations. The project will identify elements of each activity that can be used for training and build this in to the consultant / contractors brief. We have identified some key training partners including Capel Manor, Accession and the Building Crafts College.



2.0 PHASE ONE PRIORITIES - Delivery stage 2012 to 2016

2.01 Restoration of the Landscape

The framework of the Rothschild landscape is still evident but the main issues effecting the park today are the very poor quality of the historic structures and their setting, loss of much detail in planting and in structures, loss of views, connections and access to many features and areas of the park, affecting the overall structure and legibility of the park. The works planned in phase one will seek to address this.

The map below shows the area where proposed works are planned in Phase One



Planned works include:

- Restoration the historic core around both mansions, the terrace and café areas
- Restoration of the historic core south lawns, horseshoe lake, and renovation of the east walled garden as a working kitchen garden
- Improvements to the café hub landscape, repairs to the round pond and boating re-introduced
- Ornamental Parkland - Pitch and Putt course to be relocated to north field to open up access and improve vistas of the historic landscape and maximise the landscape setting of the buildings and their connection to the immediate surroundings
- Restore the heritage views throughout the park by careful trees management
- Remove fencing from 7 disused tennis courts to reduce impact of views and create wildflower meadow
- Restore Pulhamite features in Potomac Lake
- Repair and restore the kitchen garden and boundary walls

The Landscape Masterplan (2011) shows these improvements in the context of the park.

The Conservation Statement and CMP has provided an understanding of the significance of the heritage landscape and has informed the works to be carried out in phase one; it is planned to restore the crucial early 19th century relationship between the large mansion, horseshoe pond and the Orangery. Later interventions such as the cafe and adjacent play area are popular but visually unattractive and need attention together with the removal of the 20th century pitch and putt and disused tennis courts that form a physical barrier that fragments the character of the naturalistic parkland.

The landscape restoration together with the restoration of the buildings will attract an increased number of visitors, wider audiences and create desirable and attractive venues for parties and other events increasing the use of heritage assets in the park and helping to generate income to ensure the future sustainability of these buildings and parkland.

A management and maintenance plan will be developed to ensure the park is managed and maintained to the Green Flag standard for future generations to enjoy and there will be a formalisation of the security arrangements in liaison with the local police force.

2.2 Restoration of the Buildings

Following condition surveys undertaken by Morton Partnership a programme of priority repairs has been agreed with English Heritage to commence early in 2012. This will target the large and small mansions and North, West and East lodges. A further programme of priority repairs is being planned for 2013/14 to ensure buildings are removed from the 'at risk' register and made wind and watertight. Repairs will also be undertaken to non-habitable buildings and structures such as, the gothic screen, Potomac Tower, archways, boundary walls, and, gothic ruins.

- During phase one the repairs and restoration of the large mansion will play a major role in the regeneration of the park. The large mansion is a Grade II* Country House 1801-28 built by and for Alexander Copeland and remodelled in 1836 by Sydney Smirke for Nathan Rothschild. It currently houses the museum but the dilapidated state of the building presents a number of difficulties that has an impact on the visitor experience and has led to unsuitable storage conditions for the collection. It is a heritage asset with huge potential that could offer so much more to the visitor.
- Repairs to the north lodge are planned to restore it and create a new volunteer centre. It is well located and the size of the building is ideal for such a use.
- Priority repairs to the Temple and change of use from a Victorian classroom for use as an events venue will provide a more flexible space for more to enjoy and help towards a sustainable future for the building and park.

The long-term aim is to find a use for all the park buildings and to put in place an improved management and maintenance regime to prevent deterioration and ensure sustainability for future visitors to the park to enjoy.

2.3 Enhanced Museum

Gunnersbury Park Museum is the local history museum for the boroughs of Ealing and Hounslow. The collection consists of approx. 38,000 items covering archaeology, clothing, transport, toys, photographs, prints, paintings, domestic equipment and wartime material. It is located in the large mansion with permanent and temporary displays in various rooms on the ground floor including the original staterooms of the house. The large mansion also has a surviving Victorian Kitchen, an attraction in its own right and used regularly by the museum education service. The collections stores are full to capacity and the conditions are unsuitable in many of the rooms with the threat of water damage and damp, woodworm and moths, and mould.

Following the Museum Feasibility Study it is planned to:

- Raise the profile of the museum as a major cultural attraction, to enhance and improve the museum to strengthen its identity and broaden its audience and deliver a higher standard of museum service to a greater number of people.
- Improve links between the museum and the park to tell the story of the estate to visitors
- Provide a long term plan for the museum to increase the potential of the museum in the long term
- Improve the storage conditions of the collection
- Improve accessibility
- Develop a series of interpretation themes that connect past to present, museum to park and which will resonate with audiences of diverse ages, backgrounds and learning styles. Each of the themes will be interpreted through a variety of tools to increase learning and participation within the park.
- Improve education opportunities in a new education centre within the large mansion



3.0 PHASE TWO PRIORITIES - Delivery stage 2015 – 2020

The map below shows the area where proposed works are planned in Phase Two



Should the authorities be successful in funding the first phase priorities identified above through both direct and externally funded sources, then the focus will move onto the regeneration of the small mansion and stables. However it should be noted that whilst delivery is anticipated between 2015 – 2020 enabling activities and investigations will be developed in parallel with the first phase as this will allow the councils to be proactive in any opportunities that may present themselves during phase one and ensure a viable solution is found for the future sustainability of all the parks heritage assets.

Management of the site will take place in accordance with the overall management and maintenance plan for the wider site, which will be informed by surveys and other exploration as part of the enabling works.

3.1 Small Mansion and Stables Renovation, Areas 1 and 2

The small mansion was built c1810 and comprises a Grade II listed two-storey mansion building with accommodation arranged principally on the ground and first floors with a smaller second floor. It has an extravagant collection of chimneys and the consequent roof profile is particularly impressive. Internal alterations in the 1950s and subsequent 'improvements' and re-fits have removed much of the historic fabric of the interior. It is currently used by schools visiting the Victorian kitchens as a classroom and by Capel Manor for additional classroom space. It was once used as an Arts Centre and by community groups on an ad hoc basis and for residential use in the private flats on the first floor.

The original East and West Stables buildings date back to the 19th Century and possibly earlier and were remodelled by Smirke in 1835 during the redevelopment of the estate of Nathan Rothschild. It is a two storey structure, Italianate in design which is now in a derelict stage and requires substantial investment to make it habitable. A structural survey was completed that identified the masonry fabric was salvageable but with extensive re-rendering and repairs and replacement/reconstruction of the roof and floor elements.

Following detailed condition surveys to inform both the current condition and repairs required to cease the further deterioration of the small mansion and stables, priority works will be undertaken to ensure further deterioration is halted. The market will be approached to assess possible uses for the buildings and these are likely to range from catering, education through to residential accommodation. The market will be invited to show expressions of interest using a detailed brief, in consultation with English Heritage, so that a financially viable and sustainable use can be identified. English Heritage will be fully involved throughout the process ensuring their aims to conserve and maintain heritage sites whilst maintaining public access is complied with.

The small mansion and stables will be marketed separately but could also be considered together by interested parties. This may extend to finding suitable uses for the Bath House and the East Lodge.

3.2 Wider Parkland – Biodiversity and Potomac Lake, Area 3

Gunnersbury Park is designated as a Site of Borough Importance, Grade II for nature conservation and therefore has an important ecological value. There is certainly ecological potential with a range of habitats provided by the buildings, grasslands, wooded areas and water bodies and given the once elaborate and exotic planting there is likely to be a variety of interesting, and perhaps, unusual native and exotic plant species in the gardens. Surveys will be carried out as part of phase one to allow a better understanding of the current habitats and species that once linked with local and regional Biodiversity Action Plan priorities, a management and maintenance plan can be developed for the park to ensure these areas thrive.

The Potomac Lake will play an important role in nature conservation in Gunnersbury Park and its restoration as community wildlife and fishing resource will further enhance its importance as one of the key heritage landscape features created by the Rothschild family. It is envisaged that the Potomac Lake will become a self-sustaining asset within Gunnersbury Park, managed by the community and able to attract community funding and provide ongoing volunteering and learning opportunities. Invitations to tender will be sent out to appropriate fishing clubs and community organisations to work in partnership with the councils and other stakeholders to manage the Potomac Lake. and the three elements; historic landscape features, nature and biodiversity and community fishing. However due to the specialist restoration works required to the

Pulhamite rock features this will be undertaken by specialists. The West Lodge will be used as a base for the community wildlife and fishing activities

An important aspect of this work will be the engagement of community groups and volunteers to learn and participate in biodiversity and conservation.

3.3 Cafe, Catering and Events

Kendrick Hobbs was commissioned to review the catering and events across Gunnersbury Park based on a holistic approach and the scope of opportunity that will exist once the regeneration has taken place. It was recognised that the park had the opportunity to provide an innovative catering experience and had the ability to actively contribute towards the process of engaging the local community and encouraging people to visit. It was also an important factor in the business planning of the park as it could contribute a positive financial return.

Summary recommendations:

- There should be a permanent offer in a central or main hub capable of supporting kiosks and event back up requirements as necessary
- A park wide approach should be adopted
- Innovative and interesting menu ranges with branded coffee partner, quality teas and juices
- High standards of presentation, product merchandising
- Accessibility, speed of service and value for money
- Flexible seating areas with external spaces with views over the park
- Operations should be contracted out to a third party caterer on an exclusive basis to include event management

Two options were suggested for the location of the central catering hub:

- New café in the existing café location
- Extension of the Orangery to provide a café and events venue

These options and recommendations will be explored by testing the market to see what interest is shown, what investment may be offered and if the business case meet expectations.



4.0 PHASE THREE PRIORITIES - delivery stage 2020 – 2026

As with the second phase of this project, enabling works and activities will be taking place through Gunnersbury 2026 to allow opportunities to be explored as they present themselves. The enhancement and management of the park over a sustained period of time through year on year investment and the better use of management and maintenance resources will ensure the current issues will be addressed.



1. New landscaping around the Pitch and Putt following relocation in Phase One

2. Amenity facilities improvements including car parking

3. Walled Garden –currently occupied by Capel Manor Horticultural College and Greenscene

4. Children's playground refurbishment

5. Sports Ground and Model farm

6. Japanese Garden

4.1 Pitch and Putt – the relocated Pitch and Putt will require landscaping around the new boundary

4.2 Amenity Facilities - improved car parking and visitor facilities will need to be reviewed as more visitors are attracted to the park. The ambition is for 1,000,000 visitors per annum by 2020 providing the grant funding is realised to enable the park to achieve the transformational change planned.

4.3 Walled Garden – Capel Manor Horticultural College are keen to expand and occupy a larger space within the walled garden. The space currently occupied by Greenscene is not maximised and the business operation, whilst bringing in rent, does not bring to the park any added value, as it is mainly a distribution base for the company. Potential exists for a better use to be found and enhanced capital or revenue opportunities. This will be further explored during this phase.

4.4 Playground – Hounslow Council has indicated that refurbishment of this playground is programmed to take place during this phase.

4.5 Sports - During 2012 both authorities will be adopting their Sports Strategies, which will include the need for indoor and outdoor sports facilities. This strategy will be developed in line with the Local Development Frameworks (LDF) of the two local authorities taking into account current provision and future need based upon population and development increases for the two boroughs.

Gunnery Park is a strategically important site given its ability to provide a range of sports and leisure activities on single site due to its size and provision of outdoor space. There are 9 football pitches, 2 rugby pitches, 1 cricket pitch and 7 tennis courts. A bowls green is also on site. To support this sporting provision, local community clubs will be encouraged to develop and expand to ensure that there is a sustainable market for the use of any enhanced facilities. As with the overall programme this element can be phased to ensure that development of facilities meets demand and the business case will support the future of sports in the park.

The current changing rooms are dated and in poor condition with insufficient facilities. As such they do not comply with NGB planning guidelines. New or refurbished sports changing facilities will be required to comply and based upon the provision of 10 outdoor sports pitches the minimum provision would be 5 changing rooms, referee changing room, locker storage, community rooms and social space. A delivery partner to fund this facility will be sought.

4.6 Japanese Garden - The third phase of development will also seek to explore the recreation of lost landscapes and features once the existing heritage has been secured. This includes the Japanese garden. In the 19th century James Hudson created the Japanese Garden in the western style for the Rothschild family. It was famous for its blue water lilies and had an eclectic mix of plants from China and Japan. It was one of the most celebrated and influential Japanese gardens with surrounding 3'bamboo fences, wicket gates, tea house, lanterns lit with electricity, stepping stones and an island with dwarf conifers. In this third phase of the masterplan the aim is to find an interpretation for the garden which has now been lost and partly filled in.

This will afford an excellent opportunity to work with the local Japanese community, who have already shown considerable interest in the garden. It has been recognised that to restore the gardens to their former glory would be too costly and the revenue costs to maintain them too

high, so options will be considered in this phase to explore partial restoration, or reinterpretation of the garden working closely with the local community, Capel Manor and Kew Gardens students and providing learning and volunteering opportunities.

4.7 Management and maintenance - The management and maintenance plan will continue to be developed to ensure the park is managed and maintained to the Green Flag standard for future generations to enjoy this will include full consideration of the inspection maintenance and repair of all buildings within the park.

5.0 Business Plan and Future Governance

A business plan will be produced which will explore the income and expenditure associated with the operation of Gunnersbury Park and Museum. It will take into the account the likely impact of the delivery of the HLF Heritage grant and Parks for People grant and the continuing revenue and expenditure following completion of other major capital projects.

It has been agreed by both authorities that the future Governance of Gunnersbury Park will also be considered in greater detail alongside the proposals to restore and enhance the park. It is unlikely that any significant alterations in governance arrangements will be implemented in advance of the conclusion of these proposed projects. While acknowledging the potential advantages that can be created by a change in governance there may be no automatic benefit. The process involved in transferring the museum in particular will be important in order to achieve any advantage that different governance models create.

Further project development including the following activities, will take place during the development of the project:

- Museum development plan
- Interpretation plan
- Access plan
- 10 year management and Maintenance Plan
- Business Plan Development
- Future Governance Models