

**ASHTON COURT ESTATE
STRATEGIC MANAGEMENT PLAN**

FINAL DRAFT – MAY 2009

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ASHTON COURT ESTATE STRATEGIC MANAGEMENT PLAN

ASHTON COURT ESTATE MANAGEMENT PLAN 2009 – 2019

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**ASHTON COURT ESTATE
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SECTION ONE – INTRODUCTION, BACKGROUND AND CONTEXT**

SECTION 1: INTRODUCTION, BACKGROUND AND CONTEXT

This section sets the context, for the Ashton Court Estate Management Plan, by establishing the site's history, background and current management arrangements. Information in this section includes details of the site's location, a description of the Estate and discussion of wider policy issues which impact on the Estate and the way in which it is managed.

1.0 INTRODUCTION AND BACKGROUND

1.1 Context

The area within Bristol we know today as Ashton Court Estate has a long and complex history. The landscape has been continuously shaped by man since prehistoric times and there is evidence to link the area with human occupation as far back as the Bronze Age. Since pre and post medieval times through to the 18th, 19th, 20th and now the 21st centuries there have been a range of interventions which have culminated in the thriving visitor attraction and nationally significant landscape we see today.

The true historic, ecological, archaeological and cultural value and significance of Ashton Court Estate began to be appreciated during the early 1990s. An initial draft management plan was published in 1990, which highlighted the adverse impact on the Estate, of inappropriate visitor management. The combination of this plan, coupled with severe storms, which caused devastation to the Estate's tree stock and the political climate at the time, resulted in a comprehensive reappraisal of the Estate. This included, for the first time, a detailed study of the designed landscape which revealed a rich heritage with many multifaceted layers and areas of interest. Of particular significance was the association of Humphry Repton (the country's notable landscape gardener) and his commission for Ashton Court circa 1802.

The realisation of the national significance of Ashton Court Estate and the risk of losing this important asset led to a Stage 1 Heritage Lottery Fund bid in 1998. This proposal brought together the intricate elements of the Estate and put forward a coherent rationale and action plan for restoring historic buildings and the historic landscape designed and created by Repton. The Stage 1 submission, for

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approximately £4.5m, was successfully led by Bristol City Council with support from Land Use Consultants and culminated in a further Stage 2 application in 2002.

Much of the restoration proposed through the Heritage Lottery Fund project has now been implemented and Ashton Court Estate is now entering a new stage in its lifecycle. The management team recognise that there has been considerable intervention in the course of last 5- 10 years and there is a desire to consolidate the long term management of the Estate, whilst fulfilling one of the specific conditions of the Heritage Lottery Fund Stage 2 grant. This management plan has therefore been produced to interpret the restoration implemented throughout the Estate and set out the long term vision, aims and management framework for the future.

In summary Ashton Court Estate combines landscape, ecology, heritage, archaeology and recreation management to provide a unique visitor experience. The value and significance of the Estate lies in the way in which these factors complement each other to form an integrated relationship.

Landscape

Ashton Court Estate covers 850 acres of woodland and grassland¹ and is a Grade II* park of Special Historic Interest on English Heritage's Register of Parks and Gardens. The English Heritage listing for the site highlights the role of renowned landscape designer Humphry Repton in shaping the landscape of the site in the classic English Picturesque style.

Ecology

The majority of Ashton Court Estate is a designated Site of Special Scientific Interest (SSSI) and at County level is a Site of Nature Conservation Interest (SNCI). The site contains a rich mix of flora and fauna and a wealth of quality habitats including woodland, ponds, semi-improved and unimproved neutral calcareous grassland. Both Red and Fallow Deer can be found in the Estate's deer parks and feral Roe Deer roam at large in significant numbers. The park also supports a variety of species including Green Woodpeckers, breeding owls, buzzards and kestrels in the mature trees with dragonflies and greater crested newts in the

¹ www.bristol.gov.uk (30th October 2008)
Ashton Court Estate Management Plan
M08.109/Final Submission/009s.Section One v 3 NH/sw

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ponds and skylarks on the plateau grasslands. The recently restored Clarkencombe Lodge also supports a nationally significant breeding bat population.

Heritage

Ashton Court Estate’s Mansion House is a Grade I listed building and the landscape of the Estate was designed to enhance and complement the Mansion. The Ashton Court Study of the Development of the Designed Landscape summarises the heritage value of the site as follows *“the development of the Estate from its emparkment in the 14th Century until the present is typical of many other similar examples through the country but that it has survived, largely intact as open and undeveloped space until now makes it particularly special for Bristol.”*²

Archaeology

The integrity of Ashton Court Estate’s landscape is considered to be of national significance. Pre-historic earthworks have been preserved on the top of the plateau, in Lambing Pen Field and parts of the Summerhouse Plantation. Elsewhere in the site there are rare examples of Romano-British and pre-mediaeval early field systems. Ashton Court Estate also features mediaeval and post mediaeval features which illustrate the development of post mediaeval parkland.

Organisational Management

The 850 acre Ashton Court is owned by Bristol City Council who purchased the Estate in 1959. The management of the Estate is deliberately focused on providing a high quality “National Trust style” visitor experience which is free at the point of delivery. The Estate is resourced and managed by a team of dedicated and experienced officers employed by Bristol City Council.

² Ashton Court Study for the Development of the Designed Landscape, June 1992
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Visitor Experience

According to Visit Britain statistics, during 2007 Ashton Court was the most visited free attraction in the South West, with 1.7 million visits³. These figures make it the United Kingdom's third busiest country park⁴. In 2004, £4.5 million pounds of Heritage Lottery Funding was secured as part of a £6 million grant for restoration and development works project. An element of this funding was spent on improving the visitor experience and infrastructure including the development of new toilet facilities, Coach House Café, Stable's Bistro, improved car parking, accessible exhibition and meetings rooms above the restored stables including a visitor centre/gift shop and a dedicated, accessible picnic area.

1.2 The Strategic Management Plan

A Guide to Producing Park and Green Space Management Plans by Cabe Space states *"the primary reason for developing a management plan is to aid the efficient and effective management of the site"*⁵. In fulfilling that aim, this strategic management plan will provide a structure for the future management and maintenance of the Ashton Court Estate. This plan is an overarching document which encompasses a range of documents to inform the long-term integrated management of the Estate. The management plan focuses not just on the landscape but also considers the balance between ecology, archaeology, heritage, visitor enjoyment and the overall business function.

It is important to remember that this is not a stand alone document and that the Ashton Court Estate management plan should be read in conjunction with a range of relevant policies, plans and documentation. These documents have been referenced throughout the plan and a review of pertinent national, regional and local policies can be found in Appendix 1: Policy Review.

³ Visit Britain www.visitbritain.com/en/press/press-release/press-2008/top-visitor.aspx (26th January 2009)

⁴ www.bristol.gov.uk (3rd November 2008)

⁵ Cabe Space: A Guide to Producing Park and Green Space Management Plans, May 2004

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The development of this strategic management plan reflects Bristol City Council's commitment to ensuring that Ashton Court Estate maintains its status as a destination park. To summarise, the scope of the plan is to:-

- Set out the agreed vision and principles for the continued management of the Ashton Court Estate.
- Ensure that the needs of conservation and recreation are balanced and that the management methods and development proposals identified are appropriate to the context of the Estate.
- Be a document that shapes, directs, assists and manages the future development of the Estate.
- Be a document that incorporates the ideas and suggestion of the community and stakeholders.
- Act as a master reference document and to enable staff and site managers to easily access key information.
- Demonstrate quality management to external verifiers, award bodies, grant agencies and funding bodies.

1.3 Format

The format, style and narrative of this plan combine the structure outlined in *Cabe Space's: A Guide to Producing Park and Green Space Management Plans* with Bristol City Council's management plan template. This rationale is illustrated in the figure 1 overleaf.

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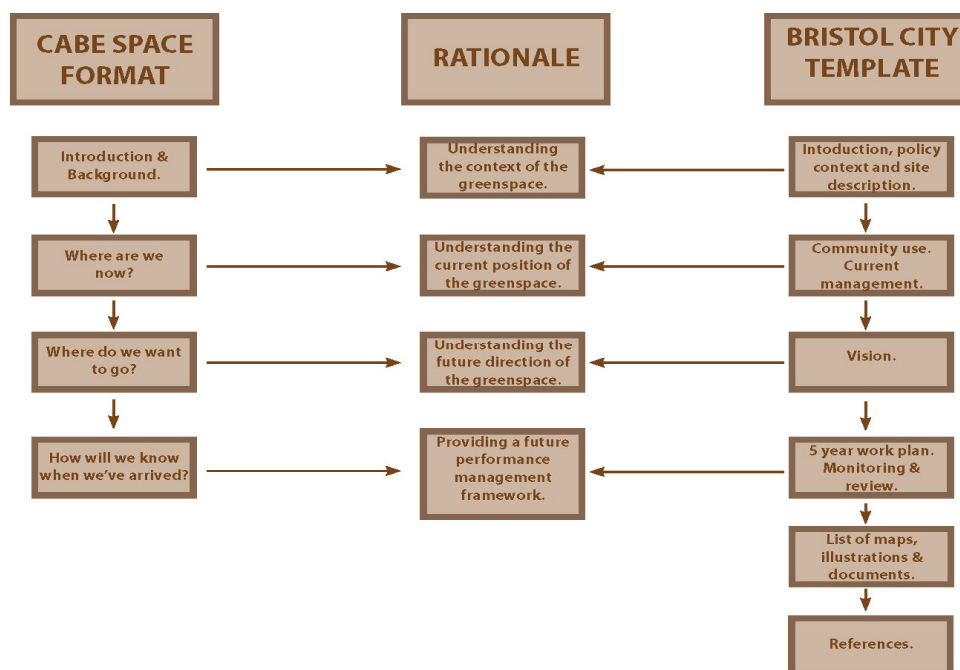


Figure 1: Management Plan Format

This management plan also draws on the guidance in the Heritage Lottery Funds *Parks for People: 10 Year Management and Maintenance Plan Guidance (2006)* and English Heritage’s *The Management & Maintenance of Historic Parks, Gardens and Landscapes*.

1.4 Target Audience and Usage

The Ashton Court Estate Strategic Management Plan brings together a number of key documents in conjunction with consultation, research and evidence from a number of sources. Figure 2 sets out the document hierarchy in relation to the plan and further reference to these documents can be found within the main body of the report.

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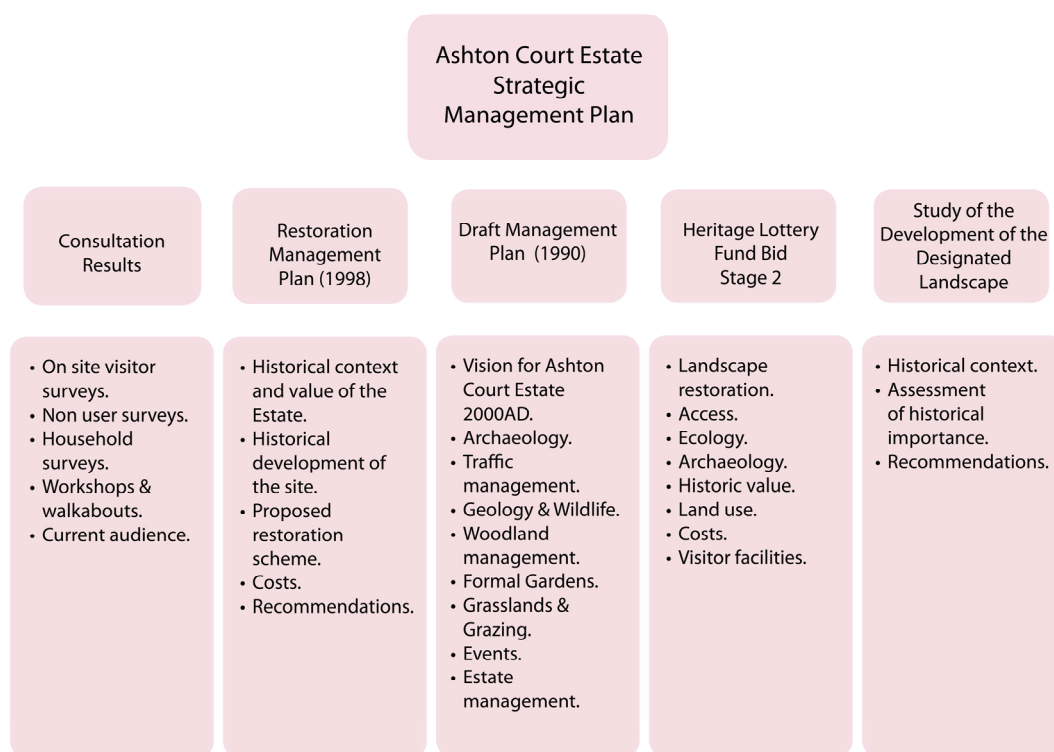


Figure 2: Document Hierarchy

The dual roles of this management plan are to protect the investment made as part of the restoration and to shape continuous improvement. Although the document is publicly available it is primarily for use by:-

- Officers of Bristol City Council including Parks, Planning and Technical services;
- Members of Bristol City Council;
- English Heritage;
- Natural England;
- Key Stakeholders and Partners;
- Avon Wildlife Trust.

It is anticipated that the plan, although initially intended to cover a 10 year period will be used as a source of reference by future audiences, site managers and users over the course of the next 100 years.

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1.5 Bristol City

Bristol City covers an area of 110km² and, according to mid 2007 statistics, has a population of 416,400⁶ with 91,100 people working in Bristol City Centre⁷. In the past Bristol depended on its docks for trade but it has developed into the most competitive core city in England according to the UK Competitiveness Index⁸. A survey by Barclays Bank in 2001 revealed that Bristol is the 34th richest city in Europe in terms of GDP per capita and has the second strongest economy in England outside of London⁹. Bristol is also a popular tourist attraction with over nine million people per year¹⁰ visiting the city, making it the seventh most popular destination in Britain for overseas visitors¹¹.

Despite losing out to Liverpool for 2008 European Capital of Culture, Bristol is a designated centre of cultural excellence and the Council are in the process of developing the city's cultural infrastructure including a new arena, concert venue and a new Museum of Bristol. This development is running in conjunction with a programme to improve and revitalise existing museums, theatres and art centres. *City Life: A Cultural Strategy for Bristol* lays out the following vision "Bristol is a beautiful city. Its recent economic success has been significantly boosted by the creativity of its people. It is a city poised to become a European model for quality of life, built on cultural excellence. Culture for us must be inclusive, active, vibrant, accessible, sustainable, exciting, global, local, fun, challenging, radical, aspirational and above all rooted in Bristol's uniqueness, building bridges and bringing us together."¹²

1.6 Bristol City Council

"Bristol is a vibrant city, with influence extending far beyond its boundaries. Our vision for Bristol is as an ambitious international city that plays its full part in leading and influencing the future of the city region, region and the UK as a whole. We want to maintain and build the opportunities for investment and economic growth, working

⁶ Key Facts About Bristol – www.bristol.gov.uk (31st October 2008)

⁷ Key Facts About Bristol – www.bristol.gov.uk (31st October 2008)

⁸ <http://www.investinbristol.com/> (31st October 2008)

⁹ http://www.citymayors.com/business/eurocities_gdp.html (31st October 2008)

¹⁰ <http://www.chiefexecutiveatbristol.co.uk/content.asp?page=17> (31st October 2008)

¹¹ <http://www.chiefexecutiveatbristol.co.uk/content.asp?page=17> (31st October 2008)

¹² City Life: A Cultural Strategy for Bristol adopted September 2005

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with all sectors to secure a dynamic economy that creates and sustains jobs for Bristol residents¹³”.

The vision above encapsulates Bristol City Council’s aspirations for the future of the city. The Council is made up of 35 wards served by 70 councillors. The current formation of the Council is as follows; 32 Liberal Democrat Councillors, 24 Labour Councillors, 13 Conservative Councillors and 1 Green Party Councillor.

Bristol City Council’s Corporate Plan 2008-2011 puts forward three key challenges for the City:-

- To ensure Bristol is a successful city;
- To work to ensure that everyone can share in that success;
- To make that success sustainable, protecting our environment for future generations.¹⁴

Alongside these challenges the plan also emphasises the following four key priorities:-

- 1 Going for growth in Bristol that we all can contribute to and benefit from.
- 2 Raising standards in the key services that we need to improve:
 - for efficient, responsive services;
 - for children and young people;
 - for older people and disabled people.
- 3 Ensuring that citizens feel safe from crime and anti-social behaviour and can enjoy a healthy lifestyle.
- 4 Ensuring that Bristol residents experience significant change in the physical quality of their neighbourhoods and have opportunities to shape improvements at this level¹⁵.

¹³ Bristol City Council Corporate Plan 2008-2011 www.bristol.gov.uk (31st October 2008)

¹⁴ Bristol City Council Corporate Plan 2008-2011 www.bristol.gov.uk (31st October 2008)

¹⁵ Bristol City Council Corporate Plan 2008-2011 www.bristol.gov.uk (31st October 2008)

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1.7 North Somerset Council

Although Ashton Court Estate is owned and managed by Bristol City Council the vast majority of the site falls within the boundaries of North Somerset Council. Therefore the planning policies and corporate strategies of North Somerset Council will have an impact on the future of the site. Please refer to section 5.0 for further information.

1.8 Ashton Court Estate Management Steering Group

The production of the Ashton Court Estate Strategic Management Plan has been a collaborative process drawing on the knowledge and skills of a number of advisors, Council Officers and stakeholders. Implementation of this plan will be the responsibility of Bristol City Council's Parks Department with support from a number of groups including:-

- Parks Department Support Services.
- Bristol City Council Property and Valuation Services.
- Bristol City Council Museum;
- Bristol City Council Property and Legal Services' Departments.

2.0 VISION

The establishment of a clear and concise vision is fundamental to the creation of strategic management plan. The following shared vision for Ashton Court Estate has been developed by internal and external stakeholders.

*To protect, conserve and enhance the special qualities that
define Ashton Court Estate now and forever.*

*We will achieve this for all our visitors by high quality
management and efficient use of resources to achieve a truly
sustainable landscape resource.*

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3.0 AIMS

Through consultation with stakeholders the following aims for the strategic management plan has been developed:-

- To manage and protect the significant historic landscape;
- To maintain pre and post Repton features that are appropriate within the landscape;
- To protect the archaeology and ecology of the Estate;
- To retain and enhance the diversity of landscape types across the Estate;
- To increase the public appreciation and enjoyment of the Estate;
- To address the needs of visitors, without compromising the inherent ecological and historic value of the Estate;
- To actively work with stakeholders and support participation in the decision making process;
- To provide appropriate facilities, events and activities that promote and strengthen visitor enjoyment, whilst still respecting the importance of the asset;
- To tackle anti-social behaviour and vandalism;
- To maximise revenue generating activities which are complementary to the Estate;
- To ensure that the Estate is sustainable socially, environmentally and economically;
- To maintain its reputation as a viable tourist attraction in the South West;
- To ensure that Ashton Court Estate maintains its status as an national venue for events and festivals , whilst still respecting the importance of the asset;
- To build on existing partnerships and create new partnerships for the betterment of the Estate.

The revision of the provisional aims as a result of further analysis and more details in respect of final objectives are later described in Section 3.

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4.0 SITE NAME

The area outlined in red on drawing number M08.109.01 is known as Ashton Court Estate. Within this document the term Ashton Court Estate or the Estate will refer to the entire Estate and encompasses the Mansion House, grounds, golf course, woodlands, Durnford Quarry and formal gardens.

5.0 LOCATION AND SIZE

Ashton Court Estate covers an area of approximately 850 acres to the south west of Bristol, two miles away from the city centre. Drawing number M08.109.01 shows the Estate in its administrative context, the drawing also acts as a location plan showing the areas adjacent to the site. As previously mentioned the site straddles the boundary between Bristol City and North Somerset for that reason part of the site lies with the Southville Ward of Bristol City and part in the Long Ashton Ward of North Somerset. Drawing Number M08.109.01 shows the relationship between administrative boundaries in relation to the Estate.

Ashton Court Estate is centred on National Grid Reference ST557718.

6.0 SUMMARY SITE DESCRIPTION

6.1 Overview

Ashton Court Estate is a considerable public open space of local, regional and national significance and forms an integral and important part of Bristol's heritage and essential character along with the City Docks, Clifton Suspension Bridge and the spectacular landform of the Avon Gorge. Without question the Estate is considered the "jewel in the crown" within the green infrastructure of Bristol and since the 1950s the public have been able to access and enjoy this remarkable open space free of charge.

The Estate is situated to the south west of Bristol City Centre with the settlements of Bower Ashton, Hotwells and Ashton Gate to the east and Long Ashton to the south west. The Estate and Mansion occupy a prominent position on the south eastern face of an escarpment hillside topography which makes for an imposing impression viewed from the lower ground. Imposing prospects of the city and the surrounding countryside can also be enjoyed.

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The Mansion House and the surrounding Estate provide an interface between the more open wider countryside to the north and west and the urban areas of the City's hinterland of residential areas, major communication networks and industrial areas to the east and south east.

The size and extent of the Estate is contemporary with similar to a number of other designed landscapes within the South West region and enjoys a diverse range of habitats, landscapes and recreational facilities. Views from many parts of the Estate are exceptional and provide panoramic vistas of the cityscape and wider landscape, especially towards Dundry Hill to the south and the Avon Valley to the south east of the Estate. Within the complex and varied nature of the Estate there is open parkland, deer parks, a network of drives and walkways, plantation woodlands, specimen veteran trees, formal landscape gardens, lodges and rare grassland habitats.

The main focus for visitors is the Mansion House and stable complex, which includes a conference suite, restaurant, public toilets and indoor/outdoor catering facility. The Estate also supports a long distance mountain bike trail, golf course and pavilion, numerous trails and a miniature railway complex.

As part of the Heritage Lottery Fund restoration conducted between 2002 and 2008 several buildings, artefacts and landscape areas were restored. In summary this included:

- Keeper's Cottage;
- Clarkencombe Lodge;
- The Deer Larder;
- The Coach House Café and Public Toilets;
- The Visitor Centre;
- The Red Deer Park;
- The Fallow Deer Park;
- The Estate Boundary Walls;
- Summerhouse Plantation Fencing;
- The Estate Driveways;

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- The Historic Picturesque Plantations;
- Historic Parkland Tree replacement;
- The Italianate walls;
- Clifton Lodge (part).

6.2 Geology and soils

The published solid and drift plans (1979) show that the prevailing geology of south west Bristol area relates to:

- Upper Devonian and upper old red sandstone;
- Tournaisian and viséan carboniferous limestone series;
- Triassic mudstones (including keuper marl, dolomitic and conglomerate and rhaetic).

Locally, within the Estate, there are four distinct ‘bands’ of geology which have a south west/ north east orientation.

- To the south of the Mansion House, extending from Church Lodge through Smyth Fields and the southern part of the Red Deer Park, this is predominantly Keuper Marl overlaid with reddish brown sandy loams, sandstone and stoney loam.
- From the Showground and Bowl area through Summer House plantation and the northern section of the Red Deer Park the area is predominantly dolomitic conglomerate interspersed with pockets of upper Cromhall sandstone. Within this locality there are distinct areas of shale, red/brown loams and sandstone conglomerate.
- To the north of the dolomitic conglomerate there is a band of Hotwells limestone running from New Barn Wood to Clifton Lodge.
- At the northern extent of the Estate, forming the upper plateau, Clifton Down limestone is prevalent overlain with calcite mudstone. In the north eastern corner of the Estate there is a relatively small area of Goblin Combe Oolite.

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A further description and geology plan of the Estate can be located within section 5 of the Ashton Court Estate Draft Management Plan (1990).

6.3 Topography

The form of Ashton Court Estate is intrinsically linked to local topography and the wider relationship with the Avon Gorge area. In essence the entire Estate is formed from a distinct ridge which is orientated in south west/ north east direction which rises from the Nailsea area, forming a continuum with Clifton Down, albeit bisected by the Avon Gorge. The local landform of the Estate comprises slopes, escarpments, coombes and elevated promontories all of which contribute to the overall appeal of the Estate.

In general terms local topography has three distinct landforms. A Lower plateau area at approximately 10m AOD (Above Ordnance Datum), which encompasses Smyth Fields which then rises to form a more relatively dramatic relief. This second landform is an important landscape factor in the context of the Estate and is characterised by a distinct escarpment with an elevation extending from 45-95m AOD. To north of the Estate there is an upper plateau which presents a relatively level feature at approximately 120m AOD.

6.4 Climate

As the crow flies the nearest Meteorological Centre to Ashton Court Estate is Cardiff. Table 1 overleaf compares the annual climate conditions at local, regional and national level, based on measurements taken between 1971-2000¹⁶.

¹⁶ <http://www.metoffice.gov.uk/climate/uk/averages/19712000> (4th November 2008)

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Table 1: Annual Summary of Climate

| Annual Average Summary | Cardiff | England SW and Wales S | United Kingdom |
|-------------------------------|----------------|-------------------------------|-----------------------|
| Maximum Temp °C | 14.3 | 13.1 | 12.1 |
| Minimum Temp °C | 6.8 | 6.1 | 5.1 |
| Days of Air Frost | 33 | 41.1 | 55.6 |
| Sunshine (hours) | 1518.0 | 1497.0 | 1354.9 |
| Rainfall (mm) | 1111.7 | 1247.9 | 1126.1 |
| Days of Rainfall (>1mm) | 146.0 | 154.4 | 154.4 |

6.5 Hydrology

In the main the Estate is relatively free draining, with run off and ground water flowing in a south eastern direction ultimately to Ashton Brook. Within the Estate several areas are however prone to flooding and this would potentially indicate either a relatively high water table (particularly associated with high tide within the Avon Gorge) or localised poor drainage (either through collapsed drainage or inappropriate management), particularly prevalent in the Show Ground area.

The local hydrology of the Estate is linked with past farming practices and the activities of the various families associated with the Mansion House. For example there is evidence to suggest that one area of open water was used for bathing. At present the hydrology is not completely understood and this is further discussed in Section 2 of the management plan.

Drawing no M08.109.02 does however identify the location of thirteen formal and informal areas of open water. These were historically used as drinking areas for deer and livestock and also as cart washes. In addition there is a naturally forming rhyne in the south eastern area of the Red Deer Park which is prone to seasonal flooding.

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6.6 Context within the landscape and wider green space network

The character of the area to the west of the Avon Gorge is distinct from the more urban land use of Bristol City to the East. Ashton Court Estate forms an extensive landscape component in its own right and despite several roads does enjoy connectivity and synergy with similar land uses.

Areas in close proximity to the Estate, particularly those owned and managed by the National Trust and the Forestry Commission, form a contiguous landscape and ecological unit. This network is highlighted within the aerial photograph in drawing no. M08.109.01 and include:

- Tyntesfield Plantation and Ashton Hill Plantation approximately 3km and 2km respectively to the east;
- Iron and Coombe Plantations approximately 0.5km to the south west;
- Fifty Acre wood approximately 0.5 km to the north;
- Avon Gorge National Nature Reserve approximately 1km to the north east.

6.7 Landscape Character

Ashton Court Estate lies within the Bristol, Avon Valleys and Ridges Character Area. Natural England¹⁷ (formerly the Countryside Agency) defines the key characteristics of this area as follows:-

- A landscape of mixed landform, geology and settlement pattern, strongly influenced by the Avon Valley, Bristol at its centre and by its industrial history.
- Low-lying, shallow valleys which contrast with limestone ridges and scarps.
- Frequent large villages, small towns and major conurbations but also undisturbed rural areas.
- Woodland scarps –with ancient woodland – and high, open, downland ridges.
- Legacy of coal industry evident in tips, settlement patterns and reclaimed areas.
- Frequent parks, mansions and manor houses.

¹⁷ Countryside Character Volume 8: The South West Published 1999
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6.8 Landscape Zones

As part of this management plan the Ashton Court Estate has been broken down in to a total of 37 compartments. These compartments enable the development of the strategic management to be targeted towards the needs of specific areas of the site. Table 2 shows a complete list of the compartments on site and a more detailed description and series of prescriptions for each compartment is presented in drawing numbers M08.109.06 – M08.109.47.

Table 2: Landscape Zones

| Compartment Number | Compartment Name |
|---------------------------|--------------------------------|
| 1. | Twenty Acre Wood |
| 2. | Lambing Pen Field |
| 3. | Pageant Field |
| 4. | Clanage Field |
| 5. | Rownham Field |
| 6. | Osier Field |
| 7. | Kitchen Ground |
| 8. | Rowham Plantation |
| 9. | Osier Ground |
| 10. | Cypress Grove |
| 11. | Gateway and Car Park |
| 12. | Mansion House |
| 13. | Mansion Gardens |
| 14. | Ice House Plantation |
| 15. | Smyth Field |
| 16. | Orchard Horn |
| 17. | Summerhouse Plantation |
| 18. | Ashton Court Plantation |
| 19. | Showground/Bowl |
| 20. | Church Wood |
| 21. | Fallow Deer Park |
| 22. | Pheasantry |

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| Compartment Number | Compartment Name |
|---------------------------|---|
| 23. | Rhodyate |
| 24. | Clarkencombe Wood |
| 25. | Pillgrove Wood |
| 26. | Durnford Quarry |
| 27. | Top Park Field |
| 28. | New Barn Wood |
| 29. | Barn Field |
| 30. | Wildlife Trust Reserve |
| 31. | Riding Area (Self Organised Riding Club) |
| 32. | Keepers Wood |
| 33. | Two Acre Paddock |
| 34. | The Plateau |
| 35. | Pavilion |
| 36. | Miniature Railway |
| 37. | Lime Avenue |

7.0 ACCESS

There are various entrances, Public Rights or Way, car parks and informal footpaths in and around the Ashton Court Estate. A summary breakdown of the access routes and points in around the site are provided in drawing number M08.109.02.

8.0 LAND TENURE

Information in respect of land tenure can be obtained from Bristol City Council's Property and Valuation Services. In summary the following is pertinent to the Estate:

- Ashton Court Estate was purchased by Bristol City Council in 1959;
- The playing fields on the plateau are covered by a lease agreement with Bristol Cathedral School, which runs until around 2090;

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- Bristol Society of Model and Experimental Engineers lease the miniature railway site from the council on a ten year lease;
- The two eighteen hole pitch and put golf courses and associated facilities are leased to Clifton College Services Ltd until 2011 and plans are at an advanced stage to let this operation to South Bristol Sports Trust for twenty five years in return for the construction of a new golf pavilion;
- Pioneer Aggregates Tarmac lease and run Durnford quarry to the west of the Estate. The lease terminates in 2021 and they were granted planning permission by North Somerset Council to continue quarrying until 2009 at which point a *“106 agreement stipulates a restoration programme for the quarry which will allow public access to the area with emphasis on wildlife habitats.”*¹⁸

Bristol City Council operates a corporate flagging system which records and monitors leases held by the Council. This system will alert Ashton Court Estate Team, when any leases related to the site come up for renewal.

¹⁸ Ashton Court Estate Restoration Management Plan – Stage 1 Bid to the Heritage Lottery Fund, July 1998

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9.0 LEGAL FACTORS

9.1 By-laws

There are no by-laws which apply specifically to the Ashton Court Estate. However, the management of deer is covered by primary legislation and various Deer Acts.

The following legislative framework governs the current management activity on site.

Table 3: Legislative Framework

| Legislation | Relevance | Responsible Organisation |
|---------------------------------------|--|--|
| Dogs (Fouling of Land) Act 1996 | Dog fouling, fines and disposal of waste. | Bristol City Council |
| Crime and Disorder Act 1998 | Community safety. | Avon & Somerset Police Authority and Bristol City Council. |
| Disability Discrimination Act 2005 | Access and participation for all people regardless of ability. | Bristol City Council. |
| Occupiers Liability Act 1984 | Health and safety of visitors. | Bristol City Council. |
| Road Traffic Acts | Motorcyclists illegally accessing the site. | Avon & Somerset Police Authority. |
| The Environmental Protection Act 1990 | Litter, fly tipping and abandoned vehicles. | Bristol City Council. |
| Countryside Rights of Way Act 2000 | Public access in and around the site. | Bristol City Council |

9.2 Covenants

Bristol City Council’s Modern Records Unit holds all the legal records for Ashton Court Estate. For copies of the records please contact The Modern Records Unit by telephone on 0117 9222 3768.

9.3 Designations

Ashton Court Estate is covered by a number of statutory designations. Drawing number M08.109.03 shows the location and boundaries for each of these designations which are summarised below:

- Grade II* listed Register Park of Special Historic Interest (English Heritage – Register of Parks and Gardens of Special Historic Interest).
- Grade I listed building (designated by English Heritage).

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- Site of Special Scientific Interest.
- Forest of Avon Community Forest.

10.0 DEMOGRAPHIC AND ECONOMIC INFORMATION

10.1 Bristol Population

Although Ashton Court Estate straddles the boundary between the City of Bristol and North Somerset, because the site is owned by Bristol City Council, the majority of this demographic and economic breakdown is based on data relating to the City of Bristol.

According to 2001 census data, The City of Bristol has a population of 380,615¹⁹ which would account for 8% of the population of the South West. According to Bristol City Council Statistics the population of Bristol had risen to 416,400²⁰ by mid 2007, an increase of 9.4% over a six year period. Figure 3 uses 2001 Census data to show the population profile for The City of Bristol.

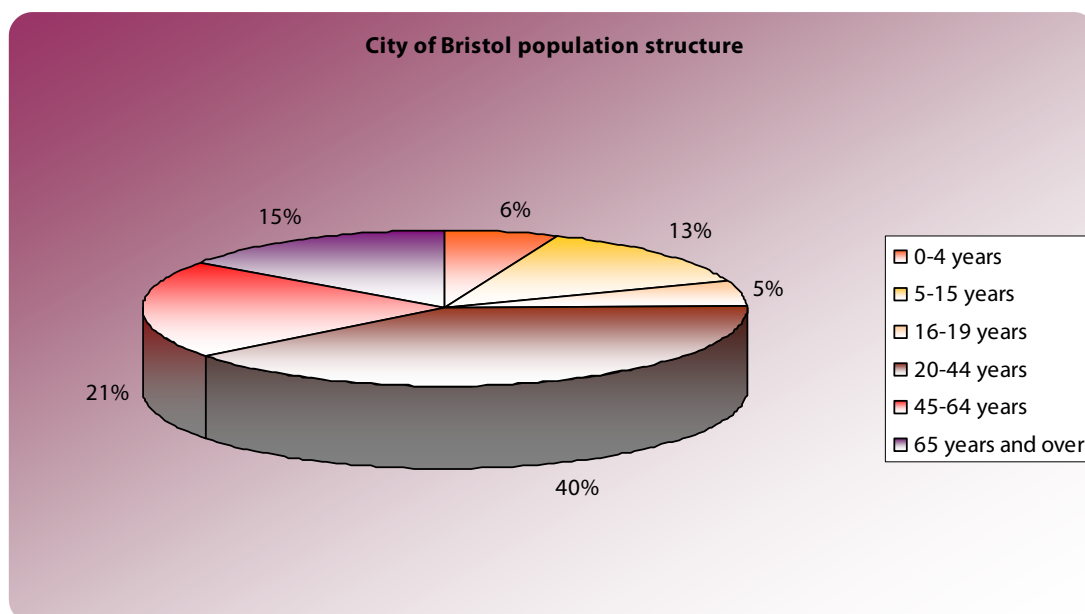


Figure 3: City of Bristol Population Structure

¹⁹ Office For National Statistics <http://www.neighbourhood.statistics.gov.uk> (11th November 2008)

²⁰ Bristol City Council – Key Facts About Bristol <http://www.Bristol.gov.uk> (11th November 2008)

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Table 4 illustrates how the age profile of the City of Bristol’s population compares to that of the South West and England. It shows that Bristol has a slightly larger proportion of young people (under 19) when compared to the South West. It also reflects national and regional trends with the highest proportion of the population being in the 20 – 44 years category.

Table 4: Age Profile

| | City of Bristol | South West | England |
|-------------------|-----------------|------------|---------|
| 0-4 Years | 6.16 | 5.48 | 5.96 |
| 5 - 15 Years | 12.96 | 13.57 | 14.20 |
| 16 - 19 Years | 5.39 | 4.72 | 4.90 |
| 20 - 44 Years | 39.99 | 32.38 | 35.31 |
| 45 - 64 Years | 20.60 | 25.21 | 23.75 |
| 65 Years and Over | 14.89 | 18.65 | 15.89 |

10.2 Employment in Bristol City

Figure 4 uses 2001 Census data to summaries the employment profile for the City of Bristol.

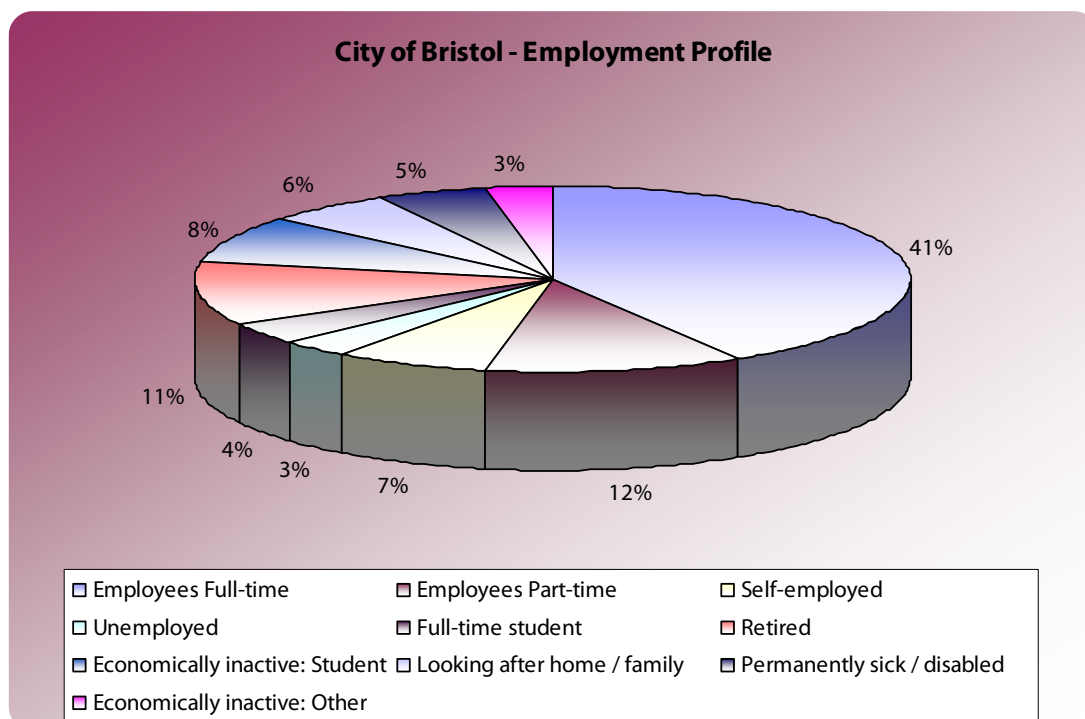


Figure 4: City of Bristol Employment Profile

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67% of people employed in Bristol work in managerial, professional and administrative roles. 2001 census data put unemployment at 3.08%. However, it is worth noting that by 2007, according to the Office of National Statistics Population Survey (Jan-Dec 2007) the unemployment rate had increased to 5.1% compared to the England and Wales average of 5.2%.

The Office of National Statistics Annual survey of Hours and Earnings in 2007 found the average earnings in Bristol to be £22,900, which is 5.4% lower than the national average of £24,200. In contrast the average house price in Bristol City is £185,300 which is higher than the national average of £180,800.

10.3 Social Deprivation Indices

The 2007 Indices of Multiple Deprivation (IMD) ranks 354 Local Authority Districts in England, using a range of indicators relating to economic, social and housing issues. These factors are combined to create a deprivation score for each area in England. This score is then used to rank each area for direct comparison with the rest of the County. Of the 354 Local Authorities in the England the City in Bristol was ranked 64th in 2007²¹, with 1st (Liverpool) being the most deprived and 354th (Hart) the least. However, it is important to remember that the majority of the site is situated within North Somerset which is ranked 215th.

The IMD also ranks areas across England, by Lower Level Super Output Area. The majority of Ashton Court Estate is situated within North Somerset 006B, which has a national IMD ranking of 22,433rd putting in the top 30% of the least deprived wards in England. At regional level North Somerset 006B is ranked 64th out of the 124 Lower Level Super Output Areas in North Somerset.

²¹ Indices of Deprivation 2007
<http://www.communities.gov.uk/communities/neighbourhoodrenewal/deprivation/deprivation07/>
(13th November 2008)

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10.4 Ethnicity

The table below uses 2001 Census data to compare the ethnic breakdown of the City of Bristol with the South West and England.

Table 5: Ethnicity

| | City of Bristol | South West | England |
|-------------------------------|------------------------|-------------------|----------------|
| White | 91.83 | 97.70 | 90.92 |
| Mixed | 2.08 | 0.76 | 1.31 |
| Asian or Asian British | 2.85 | 0.67 | 4.58 |
| Black or Black British | 2.32 | 0.42 | 2.30 |
| Chinese or Other Ethnic Group | 0.91 | 0.45 | 0.89 |

The above illustrates that the City of Bristol has a predominantly white population, but that it is significantly more mixed than rest of the South West region.

10.6 Super Output Area

Super output areas offer economic and demographic profiling at a more localised level. Ashton Court Estate is located within lower layer Super Output Area North Somerset 006B, which has a population of 1,541. A comparison of this Super Output Area and the City of Bristol reveals the following key points:-

- North Somerset 006B has a population density of 1.87 compared to Bristol City council’s 34.77.
- There is 51%:49% male to female ratio which is the reverse of the averages for the City of Bristol.
- 99% of the population is white compared to the City of Bristol average of 95.77%.
- 33.9% of the population are aged between 45 and 64 years of age, in the City of Bristol the same age group makes up 20.66% of the population.
- 22.5% of the population have retired, compared to 11.4% in the City of Bristol.
- 50% own their house outright compared to 25.91% in the City of Bristol.

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- 3.7% are full time students, while in the City of Bristol students account for 8% of the population.

11.0 HISTORY

11.1 Summary

Section 11.0 provides a summary of the history of Ashton Court Estate from its conception to the present day extracted from the relevant research conducted as part of the restoration proposals.

Early History

The development of what we know now as Ashton Court Estate began in the Bronze Age and remnants of an ancient field system can be found within the Estate. The Estate also contains examples of Iron Age (Celtic) fields, Roman remains and Medieval strip fields, ridges and furrows and lynchets.

The Medieval Period up to 1545

During Saxon times it is believed that a fortified manor existed on the site of the Ashton Court Mansion. References in the Domesday Book show that that it was *“a wealthy estate owned by the Bishop of Coutances, with a manor house with a great hall and courtyards entered through gatehouses²²”*. The status of the manor was enhanced by the development of an enclosed deer park at the end of the Fourteenth Century. Ashton Court Estate’s deer park is of particular interest and value as most reverted to agricultural use during the late Middle Ages or landscaped during the Eighteenth Century. On the Ashton Court Estate, *“there is evidence of some planting in the park in the late Eighteenth Century, and some remarkable medieval parkland trees survive²³”*. By the close of the Middle Ages both the house and Estate had grown in size with grazing deer and cattle on site.

²² Ashton Court Estate Restoration Management Plan – Stage 1 Bid to the Heritage Lottery Fund, July 1998

²³ Ashton Court Estate Restoration Management Plan – Stage 1 Bid to the Heritage Lottery Fund, July 1998

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The 17th Century

In 1627 a successful lawyer and Member of Parliament Thomas Smyth succeeded to Ashton Court. Two years later, when King Charles I dissolved Parliament, Smyth returned to the country and began work to improve the Estate. In 1635 a new southern front of Ashton Court was completed in the style of Inigo Jones, a significant British architect who was responsible for bringing Renaissance architecture to England. It is believed that this south front was designed to be one side of a quadrangle but the other sides were never constructed.

Letters and bills kept in the Estate records show that considerable work was carried out in the period between 1631 and 1636 to the gardens and grounds including bowling greens, walkways and planted avenues. Building work on the Ashton Court Estate was halted by the death of Thomas Smyth and the English Civil War. However, some work to the grounds was carried out including the building of a decorative stone wall on the front lawn.

18th Century

1741 saw Jarrit Smith take over the Estate and in 1762 the lower stables were demolished. The deer park remained in the north of the site and the main road from Long Ashton to Rownham Ferry was closed to the house. To the south of the Mansion were fields and meadows and on the east a vegetable garden, rabbit warren, offices and dog kennels.

The purchase of flagstones for the “new pool” in 1764-5 was possibly for the area to the south west of the house which is now the sunken garden with fountain. However, some believe the “new pool” referred to is a now lost swimming pool.

In 1783 the Estate was inherited by Sir John Hugh Smyth who added the new library to the north west of the mansion. Around this time the west gatehouse and adjacent buildings were removed, which enable the park to be seen from the west windows.

It was Sir John Hugh Smyth who asked renowned landscape designer Humphry Repton for his advice with regard to the east front of the house. Repton’s work

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resulted in *“a plan to re-orient the house, making the main approach from the city²⁴”*. The death of Sir John Hugh in 1802 resulted in the alterations to the park being carried out by his nephew, although these alterations were not directly wholly as Repton proposed some of his ideas appear to have been incorporated. The disposition of the major plantations and layout of the historic carriage drives confirm his involvement.

19th Century

Ten thousand trees and seven hundred and fifty shrubs were purchased for the Estate between 1803 and 1804. It is believed that a significant number of these plants would have been used to develop the new plantations which were based on those included in Repton’s plans. Also following Repton’s proposals, new gate lodges and sweeping drives were installed to the south and west of the mansion.

1852 saw Sir Greville Smyth take over the Estate. As a keen horticulturalist he incorporated a range of new plants, including species from America and China, which expanded the horticultural diversity of the Estate. He was also responsible for the large indoor Winter Garden which was added to the Estate in 1885 and ensured that the flower gardens and hot houses across the Estate followed the fashions of the era. Greville Smyth also planted large numbers of exotic conifers in an almost unbroken ring around the Mansion and Formal Gardens. By the middle of the 20th Century, only about half of these had survived with many in poor condition.

20th Century

1959 saw the purchase of the Estate by Bristol City Council and by the 1970’s the glasshouses and indoor Winter Garden had been removed. During 1974 work was also carried out on the Mansion to ensure it was wind and weather tight. Durnford Quarry was acquired by Pioneer Aggregates in 1982 and in 1995 a twenty five year lease was granted on the quarry extension. The 1990 storms caused some damage to the trees on the Estate resulting in the commissioning of a Historic Landscape

²⁴ Ashton Court Estate Restoration Management Plan – Stage 1 Bid to the Heritage Lottery Fund, July 1998

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Survey. The late 1990’s also saw work begin on a Heritage Lottery Fund Bid to support the restoration of the Estate.

21st Century

A successful Heritage Lottery Fund bid secured £4.5 million worth of funding to develop and restore the Estate. Work carried out and being carried out to the Estate includes:-

- The restoration of Clarkencombe Lodge including a purpose built maternity roosts for bats.
- The restoration of the Estate’s boundary walls.
- Driveway and plateau track restoration.
- The development of two new major car parks for visitors to the Estate.
- Improved access in and around the site.
- Significant woodland management and restoration of the Estate’s historic plantations.
- Refurbishment of the visitors centre, stables café, exhibition room, education centre and offices.
- Parkland Tree replacement.
- Repaving areas of the Stable Yard.
- Development of a woodland garden and accessible picnic area.
- Extension of the Red Deer and Fallow Deer Parks.

Table 6 below provides a summary of the restoration worked carried out to the Estate at the start of the 21st Century.

Table 6: HLF Restoration

| Compartment Name | Cost | Summary Description |
|-------------------------|-------------|--|
| Keeper’s Cottage | £375,000 | Restoration and refurbishment to the cottage, which was converted from a single dwelling into two, three bedroom family homes. |
| Clarkencombe Lodge | £520,000 | Restoration of the Lodge for use as a residence. Development of maternity roosts for the bats found in situ. |
| The Deer Larder | £167,500 | Development of the Deer Larder in order to meet required standards and restore the Larder. |

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| Compartment Name | Cost | Summary Description |
|--|---|--|
| The Coach House Café & Public Toilets | £456,000 | Conversion of stables into Coach House Café and refurbishment of public toilets. |
| Visitor Centre | £770,000 | Complete restoration and stabilisation of the East Wing to provide fully accessible education and interpretation facilities, offices and a restaurant. |
| The Red Deer Park | £190,600 | Extension of the Red Deer Park, work to fencing and iron works. |
| The Fallow Deer Park | | Extension of the Fallow Deer Park. |
| Estate Boundary Walls | £558,200 | Repair, refurbishment and substantial rebuilding of the Estate's boundary walls. |
| Summerhouse Plantation Fencing | £84,300 | Restoration off the historic fence line and addition of associated pedestrian kissing gates. |
| Church Lodge Car Park Ashton Road Entrance | £338,700 | Construction of a 160 space car park and installation of a new, safer vehicular gateway. |
| Events Track Access | £309,000 (included within Church Lodge Car Park) | Reinforcement of Reptonian approach to the mansion to support large vehicle access to the Estate. |
| Driveway Restoration | | Restoration of the Estate's drives to return them to their original width and alignment. |
| Mansion Car Park | £648,800 | Creation of a new car park near the Mansion. |
| Woodland Management | £110,000 | Management of the woodland to restore the Picturesque Designated Landscape. Implementation of Ashton Court Woodland Management programme. |
| Plateau Track Drainage Works and Footpath Improvements | £37,000 | Improvements to access tracks to prevent the erosion of the historic route through the park. |
| Restore Estate Ironwork | £30,000 | Works to restore ironworks including Fallow Deer Park Fencing and Deer Larder perimeter fence. |
| Parkland Tree Replacement | £10,500 | Near completion of historic tree replacement programme in accordance with the 1885 First Edition Ordnance Survey Plan. |
| Parkland Tree Removal | £50,000 | The removal of redwoods from the Mansion Gardens and many other inappropriate specimens. |
| The Woodland Garden Picnic Area | £350,000 | Creation of an accessible picnic area and restoration of the Italianate garden walls. |

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12.0 POLICY CONTEXT

12.1 Summary

The Ashton Court Estate Strategic Management Plan will be shaped by the national, regional and local policies in which the custodians of the Estate are operating. Figure 5 shows the relationship and hierarchy of the plans and policies which have influenced this Strategic Management Plan.

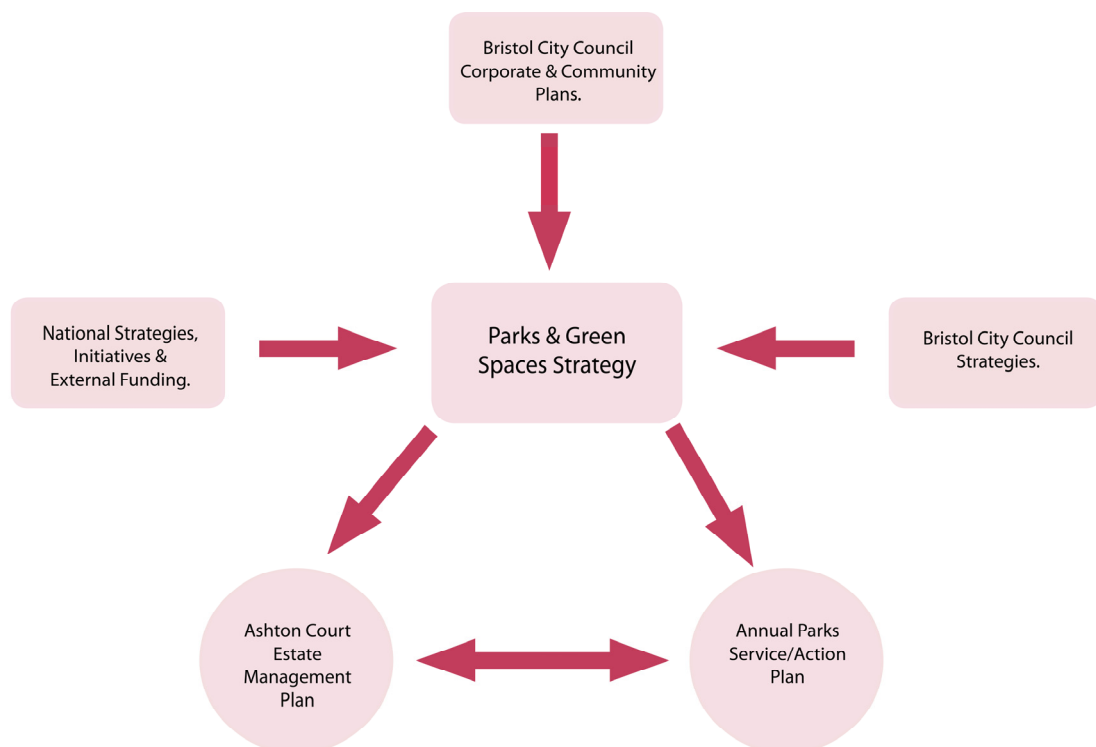


Figure 5: Hierarchy of National & Local Policies and Initiatives

A comprehensive summary of the all relevant policies can be found within Appendix 1 of this report.

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SECTION 2: WHERE ARE WE NOW?

Section 2 of the Ashton Court Estate Strategic Management plan reviews the current situation in order to assess resources and facilities so that the present management can be planned and evaluated to meet future demands. This section is based on a framework established by Bristol City Council and management issues have been summarised and analysed using the SWOT technique, this process will assist with the establishment of aims and objectives outlined in Section 3: Where Do We Want To Go?

13.0 INTRODUCTION

13.1 Summary

The *Where Are We Now?* section of this strategic management plan uses existing information alongside site analysis and officer workshops conducted in September 2008 to develop an understanding of the current management of the Ashton Court Estate. It draws upon the following:-

- **Policy** Background policies and guidance.
- **Approach** Implementation of policies and procedures.
- **Evidence** On site evidence/assessment and service delivery.

Evidence has been summarised from existing information including:

- Stage 1 and 2 Heritage Lottery Fund applications.
- Ashton Court Restoration proposals.
- Various newsletters about the project.
- Ashton Court Estate Executive Summary.
- Bristol Parks Service Delivery Plan 2008 – 2011.
- Estate Financial Budget.
- Mansion Financial Budget.
- Bristol City Council Parks and Greenspace Strategy.
- Bristol City Council Corporate Plan.
- Marketing information from the Visitor Services Manager.
- GIS PDF master map.
- GIS aerial photograph.
- BCC Traffic Flow Data 2007.

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- Visit Britain: Visitor Attraction Trends in England 2007
- Getting the Measure of Parks Ashton Court Estate General Assessment.
- Getting the Measure of Parks SUPs:
 - SUP1: Horticulture
 - SUP2: Water Features
 - SUP4: Park Buildings 1 – Church Lodge
 - SUP4: Park Buildings 1 – Clarkencombe Lodge
 - SUP4: Park Buildings 1 – Clifton Lodge
 - SUP4: Park Buildings 1 – Keepers Cottage
 - SUP4: Park Buildings 1 – Mansion

In addition, further verification of the current situation has been assimilated as part of two structured workshops conducted with stakeholders during September 2008 and January 2009. These sessions involved detailed field assessment using the Green Flag Award criteria coupled with facilitated discussions to determine overall strengths, weaknesses, threats and opportunities for the Estate. This information has proven vital in providing a comprehensive position statement and the main narrative of this section encapsulates key issues identified as part of the overall process.

14.0 COMMUNITY

14.1 Current Situation

14.1.1 Community Engagement

The extent and complexity of the Estate does not readily lend its self to traditional methods of community engagement and participation normally associated with the management of public green spaces. For example there is currently no Friends of Ashton Court Estate Group. This however does not detract from the fact that the Estate Management Team already works with a wide range and variety of community groups. For example the Estate Manager attends meetings of the local resident groups such as Leigh Woods Society and the Bower Ashton Residents Association, this enables local groups to communicate and engage with the Estate.

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As well as specific community groups, the Estate Management Team also engages with users groups to help plan and manage recreational events and pastimes. The following provide a snapshot of the overall approach to this type of activity.

Mountain bikes

The Bristol Mountain Bike Club works closely with two of the Estate's Rangers to maintain the Avon Timberland Trail part of which runs through the Estate, there is also a separate 'figure of eight' circuit in the Estate itself. Regular "trail days" are held on the Estate to ensure that the trails are well maintained.

Trails

The Avon Timberland Trail was developed by the Forest of Avon. Ashton Court Estate is one the sites that makes up the Forest of Avon, a community forest established in 1992 for the West of England. The Forest of Avon's office is based on the Ashton Court Estate and they organise events and activities and provide information to enable visitors to find out more about the Forest. For example they have developed numerous walking routes throughout the Forest of Avon, which included the Community Forest Path which runs through the Estate.

Horse riding

The Self Organised Riding Club for Youngsters (S.O.R.C.Y) is a project which enables young people, who might not otherwise get the chance, to experience riding and working with horses. The Plateau Field at the top of the Estate provides a venue for the S.O.R.C.Y. to hold events such as gymkhanas.

14.1.2 Educational Use

The Ashton Court Estate supports a programme which enables a limited number of students from the City of Bristol College studying for an NVQ in Horticulture to work with the Estate's gardening team. This provides the students with a valuable opportunity to gain hands on experience of working in a horticultural environment.

The Estate Team also host a Bristol based project which provides opportunities for homeless people to develop skills which may enable them to get back into

employment. The Ashton Court Estate works with this project to provide opportunities for those wishing to develop skills relating to horticulture.

At present there are no formal arrangements with regard to school and youth groups visiting the site, so it is not possible to gauge how many educational visits take place at the Ashton Court Estate each year. Due to the open nature of the site, school groups are currently able to visit without booking with the Estate Office and hence there is only anecdotal evidence in relation to visits from school groups. On those occasions, when groups do contact the site in advance, the Estate Team will work with the group with regard to activities such as Deer Walks.

14.2 Discussion and Management Issues

Community involvement at Ashton Court Estate in its current form is primarily events focused. For example during December 2007 Christmas decoration making, deer feeding and storytelling events took place at Ashton Court Estate which provided visitors with the opportunity to engage with the site and its staff. There is a long tradition and established custom and practice when engaging with community and user groups and this should be celebrated. There are good examples of where relationships have been developed with groups such as the Bristol Mountain Bike Club and stakeholders including the City of Bristol College, which add value to the management of the Estate.

The site currently attracts approximately 1.6 million visitors a year¹, however, it is reasonable to state that there is currently an unstructured approach to specific community engagement at Ashton Court. The very fact that there is already healthy visitor numbers may justify this reason; however there is general consensus that there is an absence of knowledge about the Estate's key target audiences. For example during the workshops, stakeholders were unclear if there was a deliberate strategy to have an undifferentiated approach or whether specific demographic groups needed to be targeted. This issue, coupled with the Council's wider requirements to engage young people and the wider national agenda of encouraging Black and Minority Ethnic groups to the countryside, may need to be

¹ www.bristol.gov.uk/ccm/content/Environment-Planning/Parks-and-open-spaces/ashton-court-estate.en – 8th December 2008

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a specific objective of the Estate. Allied with the need to understand the current and target audiences is the absence of a specific marketing activity (see section 16.0). It will therefore be necessary to reconsider the Estate's approach to community engagement in conjunction with the development of a marketing strategy.

Ashton Court Estate has vast potential in terms of offering and supporting educational visits, especially when considered in the wider remit of Bristol City Council as an educational authority. Without question the diversity within the Estate lends itself to a multitude of national curriculum activities linked to heritage, geography, sustainability and the natural environment. At the present time, those schools and/or youth groups wishing to visit the site arrive without having necessarily contacted the Estate before hand. This may result in education visits that are not fully engaging with the Ashton Court Estate resulting in an unfulfilled experience both for the visitor and the Estate. To move forward the Estate will need to consider the feasibility, cost and impact of enhancing the educational experience and also how this change in approach will be communicated to schools and groups. This process should begin with a review of any previous requests for education visits to the site before moving on to consulting with potential stakeholders to get a clear and concise idea of what local and regional schools/youth groups required from a site such as Ashton Court. This should then be captured in a self sustaining business plan.

The diversity and range of user groups, stakeholders and individuals currently engaged with the Estate is an overall strength. However it is reasonable to reflect that there is no specific structured method for formal representation within the management framework. This may not necessarily be required for day to day management decisions but there is some validity to the argument that discussion between user groups, can, in the right circumstances, lead to efficiencies in the decision making process and even relieve the Estate Manager from a host of meetings with individual groups.

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This does not mean that a group should be established purely for the sake of having a group. Rather the potential added value of some kind of Forum, which represents the disparate groups, should be assessed so that communication about management decisions can be clearly disseminated by the Estate Manager. Given the complexity of the Estate and the prevailing need to protect the heritage and landscape, this Forum should be seen as consultative body to assist in the long term management of the Estate. In essence Ashton Court Estate needs to engage with a variety of groups which represent cross sections of ages, races, interests and social groups to get a complete insight into how the Estate can develop to truly engage with the community.

During the Heritage Lottery Fund restoration an educational suite was also incorporated into the first floor of the Mansion. Any future education, marketing and audience development strategies should consider how this space can be used by interested parties such as local schools, youth groups and associations.

At present the methods and opportunities for community engagement are limited in relation to the available resource. However, now as the main restoration period begins to reach its final conclusion, there are emerging opportunities to explore new ways of engaging with people. This does not necessarily just have to focus on consultation but can be as much about using skills or knowledge within the community to support the long term aims of the Estate. For example the use of volunteers, managed in a structured way, can have a positive effect on the Estate through traditional conservation volunteering to long term volunteer placements within the Estate Management Team structure.

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14.3 SWOT Analysis

| Strengths | Weaknesses |
|---|--|
| <ul style="list-style-type: none"> • Number of visitors to the Estate. • Accessibility of the site. • Capacity of the venue to accommodate large scale events and activities. • Engagement with a large number of community groups. | <ul style="list-style-type: none"> • Lack of a structured approach to school and youth group visits. • Unstructured approached to community engagement. • General understanding of target audience (see marketing and interpretation). |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Development of an education opportunities/ programme. • Development of a community engagement strategy. • Set up an educational programme for school visits during the week. • To find ways to engage with the hidden community. • To create a Forum to assist with dissemination of management decisions. • To carry out a comprehensive visitor survey. • Profiling visitors using ACORN. • To set up a series of codes of conduct and policies to protect and enhance the site. • To increase visitor centre open hours and provide assistance for visitors. • To carry out a Greenstat survey. • To evaluate and initiate potential volunteering opportunities. | <ul style="list-style-type: none"> • Difficult to engage with under represented groups. • Increasing level of events may have a detrimental impact on the landscape/environment. • The urban extension. • Development of a public park in the Long Ashton area. • The impact of events on the rhythm of Ashton Court/policy for events. • The challenge of balancing the need for gardeners with the need for education. |

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15.0 VISITORS AND RECREATION

15.1 Current Situation

15.1.1 Access

Private Vehicles

According to car counter data collated by Bristol City Council's Department of Planning, Transport and Sustainable Development, 285,592 vehicles entered the site during 2007. Private vehicle access to the site is available at three main points with entrances at Clifton Lodge, Kennel Lodge and Church Lodge. These three access points are illustrated on drawing number M08.109.02, this drawing also illustrates the position of car parking facilities across the site.

The Clifton Lodge Entrance is the nearest to the Ashton Court Golf Course and allows access to the estate via the A369 Bristol to Portishead Road. The Clifton Lodge Entrance also connects to the Clifton Suspension Bridge via the B3129.

The Kennel Lodge entrance is at the end of Kennel Lodge Road, which passes the University of West England Bower Ashton Campus, and leads to the Mansion Car Park. This car park was constructed using funding obtained through the Heritage Lottery Fund application; it was built to provide car park for the majority of visitors to the site and prevents visitor's vehicles from travelling further into the Site. This car park was designed *"to accommodate in one place all of the visitors car²"* and *"purposely constructed to incorporate accessible spaces at the closest point to the new stable yard facilities, it also contains within its layout a dropping off point and collection point for coaches/small buses adjacent to the stable yard³".*

The Church Lodge Entrance is located by Dovecote Inn which connects the Estate to the A370 Bristol to Weston-Super-Mare Road via a one way section of Ashton Road. The car park which supports the Church Lodge entrance offers 160 visitors car parking spaces. As with the Mansion Car Park, the Church Lodge Car Park was funded by the Heritage Lottery Fund Restoration Project. Alongside the Mansion Car Park, Church Lodge Car Park fulfils one of the aims of the Heritage Lottery Fund Restoration Project which was to *"provide purpose designed car parks which will then*

² Bristol Parks Ashton Court Lottery Project Update N° 4 – October 2008

³ Bristol Parks Ashton Court Lottery Project Update N° 4 – October 2008

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avoid the need to park cars on the driveways and grass verges through the Estate⁴.”

The Church Lodge Entrance was also designed to allow access for larger vehicles, such as those associated with the annual Balloon Fiesta and to encourage local users, such as those with horse boxes, to utilise the periphery of the site away from the main “honey pot” area.

All three of the site’s vehicle entrances and car parks are gated. Opening hours are from 8.00am till dusk. The responsibility for opening the Estate is shared between residents of the various lodges of the Estate, Clifton College Services who run the golf course and the Estate Team. Closing the Estate is the responsibility of Peter Staddon; it is a requirement of his tenancy agreement as a resident of one of the lodges and part of his role as Estate Gardener. The Mansion Car Park and Church Lodge both have spaces for 160 cars. The Clifton Lodge Car Park which services the Golf Course has 100 spaces. For large scale events further car parking is required and traffic management is incorporated into the planning for such events.

There are three brown tourist highway directional signs to the Estate, two signs are on the A369 and one is located in the Cumberland Basin. However, it should be noted that all three signs are relatively close to the Estate.

Pedestrians

Drawing number M08.109.02 shows the numerous pedestrian routes in to and around the Estate, there are however no formal Public Rights of Way within the boundaries of the Estate. During the public consultation process, to support the Heritage Lottery Fund application, pedestrian access was cited as an issue which needs to be resolved. The development of the Mansion and Church Lodge Car Parks has meant that vehicles no longer enter the site to park on the driveways. Heritage Lottery Funding has also financed improvements to the sites historic driveway which connect Clifton Lodge, Church Lodge and Kennel Lodge entrances, converging on the Mansion itself. This driveway area is now essentially pedestrianised as only Estate staff and resident’s vehicles are permitted.

⁴ Bristol Parks Ashton Court Lottery Project Update N° 4 – October 2008
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The Plateau Track and associated footpath which run through the Red Deer Park has also benefited from Heritage Lottery Funding, which was used to improve the quality of the path way.

Public Transport

The nearest train station to Ashton Court Estate is Parson Street Station which is located just under a mile away. This is a local station on the Bristol to Weston-Super-Mare line. To the east of the Estate (approximately 3.3 miles) is Bristol Temple Meads, which is a national station connecting Bristol to cities across the country including London, Birmingham, Manchester and Cardiff. Bus services connect both Parson Street and Bristol Temple Meads train stations to the Estate. For example the Wessex Connect U1 bus from Bristol Temple Meads to Bower Ashton, departs every half an hour and stops on Kennel Lodge Road. Alternatively the 358/359 departs Bristol City Centre for Portishead every fifteen minutes and stops near the Clifton Lodge Entrance to the Estate.

Travellers from Parson's Street Station could walk to the Ashton Court Estate or catch a bus from Parson Street, such as the 76/77 which departs every fifteen minutes to Bristol city centre before catching the 358/359 which stops at the Clifton Lodge entrance to the Estate.

For special events additional public transport is provided. For example during the International Balloon Fiesta a special bus service runs from Bristol Temple Meads and Blackboy Hill to Ashton Court Estate, dropping passengers off at the Kennel Lodge.

Cycling

In June 2008 Greater Bristol became England's first Cycling City and was awarded £11 million "to transform cycling by creating dedicated cycle lanes, better facilities and more cycle training for children⁵". Sustrans Connect 2 scheme is currently in the process of developing Route 33: Festival Way, Bristol and North Somerset. Sustrans describe the route as follows "a visionary new traffic free route which will for

⁵ <http://www.bristol.gov.uk/ccm/navigation/transport-and-streets/cycling/> - 9th December 2008

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the first time open up a good quality walking and cycling link between the city and one of its finest green spaces, Ashton Court. This historic parkland is cut off from the city by a network of busy roads which dissuade many local people from making the short trip to it except by car⁶". In essence the new route will make the Estate much more accessible for cyclists; it will also connect the cycle ways and mountain bike course within the Estate to a wider audience. Cycling events such as Bristol Bikefest also take place at the Ashton Court Estate.

There are no specific byelaws in relation to cycling within the Estate; however mountain biking within the woodlands has previously been identified as a hazard to users, which resulted in the creation of the dedicated mountain bike route (see above). Cycling is currently monitored by the Estate Team on an informal basis.

Equestrian use

There are no public bridleways within the confines of the Estate, however horse riding is accommodated via a dedicated equestrian route, details of which are provided on drawing no M08.109.02. In addition, a small area to the north west of the Estate is dedicated to a horse riding club (see above).

15.1.2 Facilities

The Mansion

The Mansion is the heart of the Ashton Court Estate. Currently the Mansion itself is not open to the public, but members of the public are welcome to visit the gardens for free except during certain events. Ashton Court Mansion is operated as a conference and event facility by Sodexho, the current contract between Ashton Court and Sodexo expires at the end of March 2011.

Stable Yard

The area referred to as the Stable Yard, which includes elements of the Mansion, Coach House, Café and Stables Bistro underwent a period of restoration in 2007/08 and includes the visitor centre, exhibition centre and the Estate Team's offices. The

⁶ <http://www.sustrans.org.uk/default.asp?county=1090921346000> – 9th December 2008
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restoration enabled disabled access to the first floor via a new lift and created accessible toilets on both floors.

The Visitor Centre element of the stable yard provides information on the site and also acts as a shop for those visitors wishing to purchase merchandise from the Estate. Due to current staffing levels the Visitor Centre has not yet opened. However, in spring 2009 recruitment will take place and the aim is for the Visitor Centre to then be open from Monday to Friday from 10.00am to 5.00pm.

The Coach House Café is managed by Jamesons Events and opening hours are currently 10.00am to 4.30pm. Jamesons Events are considering changing these hours in the summer months of 2009 to 8.00 am to 6.00pm. The Café provides food and drink for visitors to the Estate who can sit inside or outside in the courtyard area. Also within the Stable Yard is the Stables Bistro, which is also managed by Jamesons Events and is open for lunch (noon to 3.00pm) from Wednesday to Sunday and in the evening from 6.00pm to late, with last orders at 9.30pm. Alongside the Stables Bistro and Coach House Café, Jamesons also have the rights to on site catering concessions outside of major events.

Funding from the Heritage Lottery Fund enabled the creation of an Education and Training Suite (with self contained catering facilities), located on the first floor, which schools and other training groups can book and use during visits to the Estate. This space can cater for approximately 50 people. There is also a large exhibition space, which is also available on request.

Public Toilets

Ashton Court Estate has two public toilets. The first is located adjacent to the Stables Café and is managed and maintained by the Estate Team. The second public toilet is operated by Clifton College Services and is located at the Ashton Court Golf Pavilion.

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Estate Gardens

The Gardens throughout the Estate are open to the public, free of charge, daily between 8.00am and dusk. The gardens were renovated to achieve the following aims:-

- *“re-establishing visual links between the gardens, the mansion and the parkland;*
- *restoring the transition from formal garden near the house, through more informal gardens to the parkland;*
- *balancing the scale of trees, architecture and garden spaces;*
- *conserving the unique 17th and early 19th century architecture of the garden walls;*
- *providing gardens of horticultural excellence for the public to enjoy;*
- *improving access to the gardens for disabled people;*
- *enhancing present and future uses of the mansion;*
- *enabling the gardens to be managed as a dog free area⁷”.*

The Estate Lodges

A number of lodges can be found on the Estate which all underwent repair and renovation as a result of the Heritage Lottery Funding. They are all now rented out to provide funds for the Estate’s management and maintenance. Details of the tenancy agreements which cover the Lodges can be obtained from Bristol City Council’s Property and Valuation Services Section.

Clifton Lodge is located in the north east of the Estate and marks the entrance point to the Estate for visitors travelling via the A369 Bristol to Portishead Road. The Lodge was built to coincide with the opening of the Clifton Suspension Bridge in 1864. Clarkencombe Lodge underwent substantial internal and external restoration during 2006/07. Works to the interior of the lodge include replacement floors, provision of kitchen/dining facilities and new fixtures. Externally work included restoration of the lodge gates and railings, improvements to the garden and improved management of the secondary woodland adjacent to

⁷ <http://www.bristol.gov.uk/ccm/content/Environment-Planning/Parks-and-open-spaces/ashton-court-estate.en?page=6> – 8th December 2008

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the Lodge. These works resulted in the lodge being occupied for the first time in 17 years. Alongside its human occupants Clarkencombe Lodge also includes two purpose built maternity roosts for around 370⁸ bats. The remaining Estate lodges are Kennel Lodge, Church Lodge, Ashton Park Lodge and Keepers Cottage.

Ashton Court Golf Course

The Estate features The Plateau Course and the Lodge Course - two 18 hole par 3 golf courses. These golf courses are managed by Clifton College Services. The college manages the courses on a 'pay and play' basis and the course is open from 7.00am to 5.00pm daily, although these hours maybe changed as a result of the weather and/or poor light. The course is supported by a club house, car park and café.

Deer Parks

The two deer parks are one of the defining features of the Ashton Court Estate, the location of the parks are shown on drawing number M08.109.05. The two separate enclosures are home to Red and Fallow Deer, feral Roe Deer also roam the Estate in increasing numbers. The Ashton Court Restoration project has made it possible for members of the public to get closer to the deer by removing/cutting back overgrown areas to open up views in the park and creating several unfenced paths through the Red Deer Park. As these paths take members of the public into open areas where the deer may be, instruction signage is positioned on the gateways. Interpretation boards also provide information on the deer's habitat and physiology.

Miniature Railway

Located in the north east of the Estate, the Ashton Court Miniature Railway is managed and maintained by the Bristol Society of Model and Experimental Engineers (BSMEE). The railway is comprised of "a raised 3½ and 5 inch gauge railway, a 5 inch and 7¼ inch gauge ground level railway and a traction engine circuit running inside the raised track. The circuit length of each of the rail tracks is approximately 1/3 mile⁹". The track is supported by a number of facilities including

⁸ Bristol Parks Ashton Court Lottery Project Update N° 4 – October 2008

⁹ <http://www.bristolmodelengineers.co.uk/gallery/aca/facilities.htm> - 9th December 2008

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a carriage shed, station building, swinging beam and the necessary power generators. During 2009 the Ashton Court Railway will be open between 12:00 and 17:15 as follows:-

Table 7: Ashton Court Railway Open Times 2009

| | | | | | |
|------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|-----------------------------|
| April | Sun, 5th | Sun, 12th | Mon, 13th | Sun, 26th | |
| May | Sun, 3rd | Mon, 4th | Sun, 10th | Sun, 24th | Mon, 25th |
| June | Sun, 7th | Sun, 28th | | | |
| July | Sun, 12th | Sun, 26th | | | |
| August | Sun, 2nd | Sun, 30th | Mon, 31st | | |
| September | Sun, 13th | Sun, 20th | | | |
| October | Sun, 4th | Sun, 11th | | | |

Pathways and Driveways

As discussed in 15.1.1 Access there are numerous pathways and driveways throughout the Estate. Drawing number M08.109.02 shows the principal pathways and driveways within the site.

Orienteering Route

The permanent orienteering course at the Ashton Court Estate is operated by the Bristol Orienteering Klub. Maps of the course are available for a small charge from the golf kiosk and the course is open from 8.00am till dusk. The Bristol Orienteering Klub also holds events on the Estate.

Cycle Tracks and Mountain Bike Course

Section 15.1.1 above discusses the cycle tracks and mountain bike course on the Ashton Court Estate.

Bower Ashton Buildings/complex

The Bower Ashton buildings lie within the traditional arrangement of the Estate and were formerly the Home Farm encompassing the dairy, granary and sawmill. Within the confines of the building complex, there is a substantial piece of open land called Strawberry Field. Part of the complex was used for office space for the Estate Team and the Forest of Avon during the restoration of the visitor centre and

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estate offices. As part the exit strategy for moving the Estate Team back to the visitor centre, Officers of the Council engaged with Avon Wildlife Trust to determine a long term lease for the Bower Ashton Buildings. The resulting agreement means that buildings will now form the new HQ for Avon Wildlife Trust and will be leased on a pepper corn rent from 2009. In addition, Strawberry Field has now been let to a local vegetable grower in order that organic vegetables can be supplied to the new Stables Bistro.

15.2 Discussion and Management Issues

Car Parking

During the 1990s and up until the restoration, unfettered access for cars remained a major detractor for visitors to the Estate. As a result of the restoration investment, car parking has been greatly improved and the Estate is now effectively car free. The capacity of car parking spaces is now believed to be sufficient and as a result cars no longer enter the Estate to park on the driveways and verges. However the availability of free car parking provision is a factor that can encourage more people to visit the Estate and there is concern that this may lead to the overall carrying capacity being exceeded. For example the Mansion Car Park is often parked on by students at the nearby Bower Ashton Campus of the University of the West of England. This results in a limited number of spaces being available for visitors to the Estate, which may in turn prevent legitimate users from enjoying the new facilities. Fortunately, the Estate is at its busiest during weekends and holidays when the university is closed, however consideration needs to be given to resolving this situation through a process of monitoring and possible preventative measures such as car parking charges during university hours.

Mansion

The Mansion is arguably the defining feature of the Estate and is manifestly linked to the designed landscape. Unfortunately at the present time it is not open to members of the public, which means that Estate cannot be enjoyed in its entirety. Estate Team staff noted during the workshop sessions carried out as part of the preparation of this strategic management plan that visitors do ask why they are unable to enter the Mansion. Currently this is prevented by the agreement in place with Sodexo who managed the Mansion as a conference and events venue.

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Consideration should be given to resolving the issue of public access to the Mansion, prior to lease being renewed in 2011.

Facilities

The success Heritage Lottery Fund bid has resulted in substantial improvements to the visitor experience offered by the Estate. These improvements have primarily focused on the physical changes to the site, for example improvements to pathways, and the next step should be to develop the supporting infrastructure such as signage and interpretation boards. Marketing strategies also need to be considered to communicate the changes to the Estate to potential visitors.

Children's play

The provision of children's play within Ashton Court was not considered a requirement given the priorities associated with the designed landscape and prevailing anti social behaviour issues dominant at the start of the restoration period. In addition, neighbourhood play facilities are also provided in local residential areas and therefore overall children's play has been a low management priority. It is inevitable, given the current national agenda for improving play provision and the expected rise in visitor numbers, that in the future there will be pressure to provide children's play facilities within the Estate. This of course could potentially provide an added dimension to the visitor experience but children's play does need careful consideration. An unplanned or reactive decision to a strong lobby may ultimately lead to inappropriate facilities being provided and ultimately may detract from the very essence of the Estate. Instead, in anticipation of pressure to provide traditional formal play facilities, the management team should consider a through evaluation of play opportunities in the widest sense. For example there is sufficient evidence that the natural environment can provide stimulating and intuitive 'play' without the need for fixed equipment. In addition, as part of the marketing strategy, it may, for example, transpire that specific play provision is required for teenagers. If this is the case then a different type of play product may be required to meet the requirements of this more adventurous and challenging audience.

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Cycling

Given the proposed introduction of new cycle routes within the City, it is anticipated that greater numbers of cyclists will be attracted to Ashton Court. This in itself should be embraced but consideration needs to be given to the likely impact of cyclists visiting and using the Estate. Cycling has a number of positive health, social and environmental impacts but this will need to be set against the needs of the landscape and ecology of the Estate.

15.3 SWOT Analysis

| Strengths | Weaknesses |
|---|--|
| <ul style="list-style-type: none"> • Free car parking facilities. • Variety of facilities within the Estate. • Variety of landform. • High quality facilities. • Restored facilities. • Streaming prospects. | <ul style="list-style-type: none"> • The Mansion is not open to members of the public. • Limited brown highway directional signage. • Impact of large scale events on landscape maintenance. • The number of complaints against visitor numbers. • Length of times since last visitor satisfaction survey. • Limited information provision for example leaflets. • No sense of welcome to the site. • Presentation of golf facilities. |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Development of a new Sustrans cycle route including the Estate. • Creation of spaces for natural play. • Monitoring of indicators for camping capacity. • Creation of a visitor monitoring and feedback system. • To use park and ride for events. • Increase customer satisfaction. • Improve access to the wider Estate for those with mobility problems. • Provide new signage and increase the number of brown tourism signs directing visitors to the site. • Development of a sustainable travel plan. • Development/renovation of Bower Ashton buildings and gardens. | <ul style="list-style-type: none"> • Students using car parking facilities. • Limited visitor centre opening hours. • Lack of a travel plan. • Limited capacity for parking. • Charging for car parks. • Retention of camping capacity. |

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16.0 MARKETING AND INTERPRETATION

16.1 Current Situation

16.1.1 Marketing Strategy

Car counter data collated by Bristol City Council's Department of Planning, Transport and Sustainable Development recorded 285,592 vehicles that entered the site during 2007 and when pedestrians, cyclists and coach parties are factored in it is estimated that 1.6 million people visited the Ashton Court Estate. Given this dynamic, it is not surprising that there already exist intricate marketing activities for the Estate. The following narrative provides a flavour of the type and style of strategies currently employed to engage with customers and visitors.

The Estate is promoted by Bristol City Council in its annual publication "Parklife", which is a comprehensive guide to the region's parks and greenspace providing details of activities, facilities and events at the Ashton Court Estate. Bristol City Council's website (www.bristol.gov.uk) also provides potential visitors with information about the Estate. The Estate itself also has its own website (www.ashtoncourtestate.co.uk) as does the Mansion (www.ashtoncourtmansion.co.uk). The Estate's website focuses on the site's facilities and activities, where as the Mansion website is more concerned with appealing to potential customers such as events bookers and wedding planners. During the Restoration Project, specially written updates were produced to keep people informed, which could be download from Bristol City Council's website.

Specific events are also publicised on the internet as well as through liaison with local media outlets. Adverts are also placed in publications such Bristol Review and Venue Magazine. The Estate's Visitor Services Officer, also promotes the Estate as a member of the Bristol Attractions Forum which was set up by Destination Bristol.

The last comprehensive visitor survey was carried out in 1996/97 as part of the Heritage Lottery Application. Headline results from this consultation revealed:-

- Over half of respondents were very supportive of the plans for the Estate as laid out in the proposals.
- 62% of respondents visit the Ashton Court Estate at least 2-4 times a month.

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- 68% of respondents visit the Ashton Court Estate with members of their family.
- 45% liked the aspects of restoration proposals which would result in the updating and improvement of the Estate. The same percentage stated that they felt that moving the car park to the periphery of the Estate would also make a positive change.
- Only 1% of respondents had a negative response to the proposals put forward for the restoration of the Estate.
- 36% of respondents could find nothing they disliked about the restoration proposals. However, 29% disagreed with the felling of trees needed to restore the site's landscape.
- 77% of respondents were fairly supportive or very supportive of the restoration proposals.

Since the last visitor survey was conducted over ten years ago, the Estate's Visitor Services Officer, will commence the process of carrying out further visitor analysis in spring 2009. This process will be carried out in conjunction with Destination Bristol and begin with an ACORN profile using two thousand postcode addresses.

16.1.2 Interpretation

During the restoration period, interpretation, leaflets, posters and regular updates were provided for visitors. The significant changes which have resulted from the restoration process have had a direct impact on the interpretive material provided within the Estate. At present there are no up to date leaflets to support the Ashton Court Estate. However, as previously mentioned Bristol City Council's annual Parklife publication does contain a map illustrating the sites location and information on events and activities. Maps are also available on the Estate's and Council's websites.

16.1.3 Signage and Orientation

The recent physical changes within the Estate have meant that signage and orientation throughout the Estate is currently not up to date and it is therefore recognised as a weakness. For example there is only one brown tourism sign leading to the Estate and that is located on Kennel Lodge Road. On the site itself there are only a limited number of interpretation boards and orientation signs. For example the new car parks which were developed as part of the restoration project do not feature orientation signage to enable visitors to plan their time at the Estate.

Although maps are available from the visitor centre, the venue currently has only limited visitor opening hours. Also the lack of orientation means that some visitors may not be able to locate the visitor centre. One of the fundamental tasks for the Estate in the future will be to support the restoration with informative and helpful signage and orientation. This will enable visitors who are not familiar with the site to get a clearer understanding of what they can experience at Ashton Court.

16.1.3 Events

Ashton Court Estate holds events of various sizes and for audiences throughout the year. These range from large scale internationally renowned events such as the annual Balloon Fiesta to small community-level events such as the Deer Feeds (several per annum) for Children. The Estates varied events calendar not only attracts visitors but also acts as a revenue stream for the Estate.

Large scale events tend to be planned by outside organisations; the Balloon Fiesta for example is planned by Bristol Balloon Fiestas Limited in liaison with the Estate staff. The Balloon Fiesta usually attracts around 300,000 – 400,000 visitors and the annual Kite Festival has around 40,000 – 50,000 visitors. Under the Licensing Act (2003) the Estate is required to apply to North Somerset Council for a licence for any events held on site.

16.2 Discussion and Management Issues

Marketing Strategy

Now that the restoration is drawing to a close there is a need to consolidate and plan marketing activity to bring all the elements of the restoration project together. Visitor numbers show that the site is obviously popular; however it is interesting to note that data from the 1996/97 visitor survey showed that only 16.9% of the Estates visitors come from the adjacent wards of Bedminster, Cabot, Clifton and Southville¹⁰. Ashton Court Estate is a distinctive venue and the lack of a marketing strategy will result in the needs and concerns of the Estate's potential and existing audience not being fulfilled.

Fresh visitor analysis is fundamental to the development of a tailor made marketing strategy for the Estate. This will enable a clearer understanding of the audiences currently visiting the site as well as highlighting any missing audience. It is vital that the marketing strategy, while considering ways of bringing new visitors, to the park also maintains existing visitors. By the same token the strategy needs to be about more than the promotion of the site but also consider co-ordination and integration of a number of factors such as signage, orientation, events and the development of cross cutting themes such as volunteers.

Events

Ashton Court Estate is currently scheduled to hold three large scale events during 2009; the Bristol Flower Show, Bristol International Balloon Fiesta and Bristol International Festival of Kites and Air Creations. Ashton Court currently has a strong events calendar however there is scope for more community events. For example during the research process for this strategic management plan, school groups have been identified as a missing audience for the Ashton Court Estate. The development of educational events could be used to appeal to this market. Community events could also encourage more visitors from the surrounding wards by allowing local residents to feel a greater sense of ownership of the Estate.

¹⁰ Bristol City Council Parks and Green Space Strategy Discussion Paper on Destination Sites, 2nd Draft July 2007 - <http://bristolparks.inovem.com/inovem/gf2.ti/f/52194/1109253.1/pdf/-/discussion%20paper%20%20destination%20sites.pdf> 8th December 2008
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Communication

The restoration project has undoubtedly improved Ashton Court, however unless these changes are effectively communicated they will not be enjoyed by existing or potential visitors to Ashton Court Estate. The Heritage Lottery update newsletters provided an excellent and comprehensive mechanism for communicating changes to the Estate. Outside of this there is no outward facing communication media such as notice boards for promoting events. This relates to orientation and interpretation strategies which need to be implemented without compromising the beauty and historic landscape value of the Estate.

16.3 SWOT Analysis

| Strengths | Weaknesses |
|---|---|
| <ul style="list-style-type: none"> • Nationally recognised public events. • Availability of information via Council and Ashton Court Estate websites. • Partnerships with community groups and school group coordinator. • Dedicated staff. • Interpretation strategy. • Advertises for events in the regional press e.g. Bristol Review, Venue Magazine. • Membership of Bristol Attractors Forum has raised the awareness of Ashton Court. • Regular e-newsletter promoting forthcoming events. | <ul style="list-style-type: none"> • Poor signage and orientation in and around the site. • Lack of current visitor survey information. • No framework in place for collation and monitoring of visitor feedback. • Lack of funding for implementation. • No current print material e.g. leaflets. • Website is not kept up to date. • No strategic marketing approach from Bristol City Council's Parks Department. |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • For more community and educationally orientated events. • Development of a comprehensive marketing strategy. • Improved provision of orientation and information signage throughout the Estate. • To establish the Ashton Court Estate brand. • To create and print a new leaflet. | <ul style="list-style-type: none"> • Limited visitor's numbers from adjacent wards. • Competition for events. • Limited financial resources available for the development of an appropriate marketing plan. • Corporate regulations are more important than the development. For example this has resulted in restrictions with regard to the development of the website. |

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| | |
|---|--|
| <ul style="list-style-type: none">• To update the website more regularly and develop a free standing website.• To engage in visitor analysis to determine the background and motivational factors this would assist in the targeting of key groups.• Strong presence on future “Destination Parks” at Destination Bristol Meetings. | |
|---|--|

17.0 NATURAL AND CULTURAL HERITAGE

17.1 Current Situation

17.1.1 Landscape

Landscape Design

The designed landscape is perhaps the most important overriding aspect of the Estate. This section draws upon information contained within the document Ashton Court Park – Study of the Development of the Designed Landscape (1992). The document was written “to better understand the designed landscape; the Park and Gardens as a setting for the House and to assess its importance historically, locally and nationally¹¹”. The report concludes that the designed landscape of the Ashton Court Estate is significant for the following reasons:-

- *“It remains largely intact;*
- *The principal designed plantations were set out by Repton;*
- *It has a special collection of ancient trees demonstrating the earlier phases including the 17th Century formal gardens and late medieval wood pasture¹².”*

Landscape Restoration

The restoration work carried out at Ashton Court Estate, which started in 2000, included the following:-

- *“Managing the woodland plantations and ancient trees for their landscape and wildlife value;*
- *Replacement of parkland trees lost during the last hundred or so years;*
- *Creation of purpose built, sensitively designed and sited car parking;*

¹¹ Ashton Court Park – Study of the Development of the Designed Landscape (June 1992)

¹² Ashton Court Park – Study of the Development of the Designed Landscape (June 1992)

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- *Restoring the boundary wall, Ice House and other features;*
- *Designing and creating beautiful gardens for all to enjoy;*
- *Restoration of ponds and cart dips;*
- *Removal of old signs and barriers, to be replaced with designs which are more in keeping with their surroundings;*
- *Removal of the golf kiosk and replace it with a better sited facility;*
- *Repair and improvement of estate lodges, including Clarkencombe Lodge, Church Lodge, Ashton Park Lodge, Kennel Lodge, Keepers Cottage and Clifton Lodge;*
- *Restoration of key views and vista;*
- *Removal of inappropriately sited exotic parkland trees¹³”.*

Much of this valuable work has now been completed and the lifecycle of the Estate is now entering a natural period of consolidation. However there will need to be further resources allocated to landscape restoration, which were unable to be completed as part of the Heritage Lottery Fund Stage 2 application. This includes:

- Showground drainage;
- Internal Transport System;
- Keeper’s Cottage Paddock Walls;
- Stabilisation of Kennel Lodge including restoration of historic entrance gates;
- Clifton Lodge;
- Footpath Improvements (Red Deer Park Section);
- Church Lodge section of the Driveway Restoration;
- Restoration of Ponds and Cart Dips;
- Further rebuilding/stabilisation of Boundary Walls;
- Restoration of Church Lodge.

¹³ Ashton Court Estate Newsletter: Issue 1 (June 2000) – Bristol City Council
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Historical Views

One of the main objectives of the restoration project was to restore the views and vistas across the Estate and of Bristol, in particular those from the Mansion. Across the Estate municipal tree planting and secondary woodland has been removed to open up the vistas and reveal the landscape views that would have existed in the late 17th and 18th Centuries.

Landscape Management

To protect and enhance the restored landscape, primarily the Rangers, Gardeners and Estate Manager currently undertake the majority of maintenance and management. Members of the Bristol's Natural Environment Section and Landscape Design Team also assist the Estate Team. An important part of developing this management plan has been the assessment of current landscape management. Currently, through a natural process of custom and practice, new maintenance regimes have been introduced and adopted as a consequence of the wider landscape restoration.

Given the complexity of the Estate Management and the need to plan post restoration management objectives, details of management issues and planned prescriptives are provided in drawing numbers M08.109.06 to M08.109.41 inclusive. Revised service standards are provided within Section 4.

Horticultural Features

The Estate contains several horticultural features, which contribute to the historical value of the landscape. The principal of horticultural focus is in the immediate vicinity of the Mansion House. Lawns and gardens associated with the Mansion are described in further detail in drawing numbers M08.109 .06 to M08.109 41 inclusive.

17.1.2 Ecology

A key factor in the success of Ashton Court Estate is the longevity and continuity of management regimes. This was recognised in 1998 when elements of Ashton Court Estate were designated a Site of Special Scientific Interest (SSSI). Areas of the Estate are also designated as a Site of Nature Conservation Interest (SNCI). Much of

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the value and significance of the site's ecology was brought together as part of the Heritage Lottery Fund Stage 2 Application for the Estate, a detailed ecological survey of the site was undertaken in 2001, which included the following surveys:-

- Botanical survey of woodlands through the Estate;
- Botanical survey of grasslands throughout the Estate;
- Bat roost survey of woodlands and buildings;
- Amphibian survey of ponds (partial);
- Dragonfly survey of ponds;
- Botanical survey of ponds.

These surveys revealed that the Ashton Court Estate *“supports habitats and species that are notable in an international, national and local context¹⁴”*. In summary the surveys carried out show that Ashton Court's national designation is a result of the diversity of saproxylic invertebrates, which can be found in the Estate's veteran trees. Bat roosts were also found in two of the Estate's buildings. Restoration was undertaken under a licence from the Department of Environment Food and Rural Affairs to protect the bats and ensure they could still enter roosts during the restoration. As a result of the restoration works the number of bats roosting within Ashton Court Estate has increased.

The survey work also found that amphibian numbers have declined on the Estate, and this is probably as a result of the introduction of feral goldfish, which fed on amphibian larva and spawn, in some ponds. As the Estate is designated for amphibians at county level, fish have now been eradicated from some ponds to help restore amphibian numbers.

Grassland on the Estate was also found to contain several orchid species. In order to protect this species, which are considered significant at a county level, the restoration of the Estate's landscapes, in particularly the upgrading of the golf course was specifically revised to accommodate these species. This resulted in changes, which vastly increased the area of grassland outside of intensive management.

¹⁴ Ashton Court Estate Application to HLF for Stage 2 Grant Approval, Volume 1 (Final Report: March 2002) – produced by Scott Wilson on behalf of Bristol City Council
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Current management of the Estate's key habitats, including grasslands and woodlands are managed within a comprehensive framework of Woodland Grant Schemes and Countryside Stewardship Agreements. The management of these areas are again summarised within the accompanying drawings M08.109.06 – M08.109.41 inclusive.

17.1.3 Archaeology

An Oxford Archaeology report carried out in 2001 revealed that *“the most significant aspect of the estate in archaeological terms is the integrity of the landscape and visual amenity of all the extant archaeology which is considered to be of national significance¹⁵”*. Within the site there are also elements which may be considered to be of regional or local importance including the preserved pre-historic earthworks on the slopes of the plateau, Lambing Pen Field and the Summerhouse Plantation. These pre-historic earthworks are becoming increasingly rare at a national level and management of the Estate will need to consider their preservation.

The south and south-east of the Estate also contains mediaeval parkland features and pre-mediaeval field systems both of which illustrate the development and history of the Estate. The Sites and Monuments Record records that a Deserted Mediaeval Village was located in Smyth Fields however no evidence from the ground or aerial photography has been found to support this.

17.1.4 Woodland and Veteran Trees

The Estate's woodlands and veteran trees are one of the factors which attract visitors and they therefore can be described as an asset. It is important when discussing the Ashton Court Estates woodlands to consider that they are within the Forest of Avon.

¹⁵ Ashton Court Estate Application to HLF for Stage 2 Grant Approval, Volume 1 (Final Report: March 2002) – produced by Scott Wilson on behalf of Bristol City Council
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The Ashton Court Study of the Development of the Designed Landscape written in June 1992 summarises the historic trees within the Estate using three defined groups:-

- **The Sweet Chestnuts** - a regular formation of trees to the north west of the Mansion.
- **The Wood Pasture Oaks** – located in Clarkencombe Woods.
- **Other Parkland Oaks** – throughout the Estate there are a number of specimens of significance.

The value and significance of the Estate's trees and woodlands should not be underestimated. The chronological development of the woodland resource can be summarised as follows:-

- **1300 – 1580**
Existing Ancient woodland falls within the boundaries of the developing Estate and it is thought that planting and establishment of some orchards and possibly some of the walks of trees occurred during this period.
- **1580 – 1627**
The Ashton Court Estate is developed and extended through the purchase of Ashton Philips, Ashton Theynes and Bedminster Manors.
- **1627 – 1700**
The planting of sweet chestnut pollards in formal rows on the east and west sides of the Mansion and a double or triple row across the top terrace. Removal of some sycamore trees planted on either side of the board walk – it should be noted that these sycamores no longer remain.
- **1701 – 1852**
During this period Repton worked on a possible design for the Estate. Although not all of his suggestions were carried out the planting of spurs alongside the Estates driveways is typical of his style.

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During the period 1803 – 1804 ten thousand trees and seven hundred and fifty shrubs were purchased for the Estate. The trees formed the basis of the new plantations, belts and park planting and would also have provided timber for the Estate.

- **1852 – 1910**

When the Clifton Suspension Bridge opened in 1864 the beech avenue which lined the Clifton Lodge Entrance was removed and a new Lime avenue installed to line up with the new bridge.

- **1910 – Present**

After Bristol City Council took on the Estate specimen parkland trees were planted along the drives and elsewhere. In 1990 the storms caused some considerable damage to the Estate's trees which resulted in the commissioning of a Historic Landscape Survey. In 2006/07 a number of trees were removed from the Estate to establish the views and vistas which Repton envisaged.

The Estates woodlands are of national, regional and local importance and contribute to the site's historic landscape, archaeology, ecology and recreational value as well as being a source for timber. Therefore the management objectives need to reflect these roles fulfilled by the woodland. The HLF Stage 2 bid put forward the following guiding principles for the management of Ashton Court's Woodland:-

- *"Protection of the existing veteran trees, the identification and management of candidate (future) veterans¹⁶".*
- *"Clear-felling and replanting is not considered the most appropriate form of management for much of the woodland as it compromises other values such as nature conservation, landscape and amenity use. Instead, it is proposed that attention be focused on uniformity of appearance, at a broad scale, rather*

¹⁶ Ashton Court Estate Application to HLF for Stage 2 Grant Approval, Volume 1 (Final Report: March 2002) – produced by Scott Wilson on behalf of Bristol City Council
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than uniformity of age. In such an approach, diversity of habitat occurs at a smaller scale than in 'clear and restock' sites.¹⁷

The recreational use of the Estate's woodland by walkers and cyclists is having a detrimental effect on the woodland and the habitats it provides. The management of the woodland needs to find a way of effectively protecting and maintaining the woodland, while also enabling the space to be used and enjoyed for recreation.

17.2 Discussion and Management Issues

The recent restoration works have played a significant part in the revitalisation of the Estate and this initial catalyst needs to be capitalised upon. As the momentum of the restoration abates, ongoing strategic management will need to address less tangible issues but none the less the focus will still need to be on conserving and protecting the vibrant quality of the natural environment. This is particularly key as visitors to the Estate are excluded from enjoying the Mansion and in effect the landscape and its natural heritage are the only prevailing attraction. The restoration should not be seen as a distinct period in history but rather as a continuous and evolving theme within future management regimes.

The management plan (and subsequent strategies) will need to consider the principal objective of restoring the historic landscape and ensure that this is implemented in a sustainable and systematic manner. The immediate priority will therefore be to ensure that new maintenance and management regimes are introduced to ensure the hard work is not undone. Once this is consolidated into the fabric of the new management regime, the next phase of the restoration objectives will then need to be evaluated and planned accordingly.

The significance of the Estate's archaeology, landscape, built heritage and biodiversity is of national importance and ultimately this needs to be celebrated. Consideration needs to be given to re-assessing the value at least every 5 – 10 years and this will be an important indicator of overall success and may ultimately result in defining the landscape as one of the finest examples of its type in Britain.

¹⁷ Ashton Court Estate Application to HLF for Stage 2 Grant Approval, Volume 1 (Final Report: March 2002) – produced by Scott Wilson on behalf of Bristol City Council
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For example, although there has been significant investment the original landscape has been fragmented by development and the sale of land. Management strategies should therefore seek to be bold and look to the next 100 years where opportunities may be exploited to return the Estate to its original design aspiration.

17.3 SWOT Analysis

| Strengths | Weaknesses |
|--|---|
| <ul style="list-style-type: none"> • SSSI and SNCI status. • Diversity of habitats. • Regionally and nationally significant habitats. • Nationally important landscape. • Continuity of land management. • Recent restoration of landscape. • Site stewardship. • Natural and organic Deer Park. • Presence of bat roosts. | <ul style="list-style-type: none"> • Lack of a concise landscape management strategy. • General GPS survey. • Tree survey. |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Development of management policies to ensure the protection of the sites habitats. • Development of a woodland management strategy. • Continuation of landscape restoration e.g. Kitchen Garden. • Monitoring of species e.g. 500 bats. • To obtain Grade I status. • Provide further interpretation and information. • Develop links with the Cycling City programme. • To purchase the four playing fields by Bower Ashton. • Unification of the cultural landscape. | <ul style="list-style-type: none"> • Impact of recreational activities on woodland. • Loss of limestone and neutral grassland due to scrub encroachment. • Availability of capital finance for ongoing restoration e.g. boundary walls. • Inappropriate timing of events e.g. The Meadows. • Drainage through Clarkencombe. • Development of Aston Vale to provide 10,000 houses. • Potential lack of support for further radical landscape restoration works from visitors. |

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18.0 BUILT HERITAGE

18.1 Current Situation

18.1.1 Buildings

The Restoration Project has resulted in significant investment in a number of buildings across the Estate including the Mansion, Clifton Lodge, Clarkencombe Lodge and Keepers Cottage. Funding was also used to improve the café area and adjacent public toilets. Maintenance of the built assets of the Estate is the responsibility the Estate Manager with support from the Council's technical services team and external consultants.

18.1.2 Historical Buildings/Assets

The Mansion is not currently open to the public as it is currently run by Sodexo as an events venue. The Lodges of the Estate are also private buildings which are occupied by tenants.

18.1.3 Walls/Gates

The restoration project also included work to improve the sites boundary walls and gates. There is at present no planned maintenance regime for the Estate's boundary walls.

18.2 Discussion and Management Issues

Management of the Assets

The recent restoration of much of the Estate's built heritage should be applauded. Given the number of physical assets within the Estate this investment should provide a legacy for future generations. One prime consideration does need to be the ongoing maintenance of such a varied and complex heritage. For example the restoration of the Stables resulted in the provision of an excellent office space and visitor resource. However, maintenance and depreciation costs are linked to income from the rental of space and activity elsewhere within the Estate. This means that as maintenance liabilities increase so too will income and ultimately capital investment may again be needed at some stage in the future. To protect against future liabilities it will be necessary to invest, at an early stage, in a detailed inspection and maintenance schedule for each building. This will ensure accountability and enable resource planning to be structured accordingly.

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Public buildings are by their nature a complex asset to manage without also considering maintenance issues. Given that the priority for the Estate Team is to focus on visitors, and the management thereof, consideration needs to be given to who is ultimately responsible for ensuring the buildings are well maintained. Currently the responsibility for maintenance issues is not clearly defined and in some areas there is some ambiguity as to who should be accountable for certain issues. For example, building inspections need to be conducted annually and it is not clear if the responsibility to undertake this lies with the Estate Manager or the Council's Property Services Section. At best this may be a matter of clarification of roles, but if it is left unresolved it may lead to a poor standard of general care and repair, which in turn affects the fabric of the restored buildings and has a negative impact on customer satisfaction.

Occupation and Use

Each of the buildings within the Estate has a specific use which will be fundamental to ensuring long term investment and a sense of ownership. At present all five of the Estate's Lodges are occupied with tenancy agreements. This is an effective way of dealing with the Estate properties and interiors and is a traditional practice used by private estates throughout the country. Potentially, in the future, as existing tenancies come to an end, there may be an opportunity to link new tenancies with the actual workings of the Estate. For example ecologists may wish to reside within the Estate and at the same time provide a monitoring service for the Estate's flora and fauna. Opportunities like this need to be exploited at the right time to provide added value to the Estate's Management.

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18.3 SWOT Analysis

| Strengths | Weaknesses |
|---|---|
| <ul style="list-style-type: none"> • Variety of significant built assets. • Restored and rejuvenated assets. | <ul style="list-style-type: none"> • Relatively poor standard of facilities at the golf course. • Control of Keeper’s Cottage – managed by third party. • Impact of tenants on the Estate’s Assets. |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Development and instigation of an inspection regime to monitor assets. • Research and understanding of hydrology to inform future restoration proposals. • Management of properties and buildings. • Development/management of buildings at Bower Ashton. • Restoration of Mansion. • Risk assessment. | <ul style="list-style-type: none"> • Lack of specified maintenance regime. • Declining infrastructure, e.g. walls, caused by lack of revenue funding and/or appropriate management. • Derelict spaces. • Potential selling off of Bower Ashton. |

19.0 MANAGEMENT OF THE ESTATE

19.1 Current Situation

Ahston Court Estate and Ashton Court Mansion are effectively the same entity but are currently managed in partnership. Bristol City Council manages the Estate and the Mansion House is currently managed by Sodexho as venue for events such as weddings, conferences and banqueting. Sodexho are also responsible of the Stables Café and Coach House, which is situated adjacent to the Mansion. The contract between Sodexho and Bristol City Council expires in 2010. The Mansion also contains the offices of the Estate and the visitors centre staff.

19.1.1 Security

The Ashton Court Estate does not currently have a specific policy with regard to security. There is CCTV coverage of the new Mansion Car Park and the grounds immediately around the Mansion. The Estate is locked daily at dusk until it re-opens in the morning and there have been no noticeable or reoccurring problems on the Estate. The Estate Team also maintain strong links with the local Somerset Constabulary’s Beat Manager and the Estate is located next door to the

constabulary's dog and horse section. Consequently there is a strong police presence on the Estate.

19.1.2 Dog Fouling

The Bristol City Council Parks and Green Space Strategy stipulates that all of Bristol's parks and green spaces should have at least one dog free area and the Estate will be moving towards achieving this target during 2009.

At the present time, strategically located bins are provided for dog waste and the staff are instructed to tackle visitors who are seen to be not clearing up after their dogs. The team has also working with Woofers, a local dog walking business, to develop a code of conduct for dog owners on the Estate. As part of the restructuring of the Bristol Parks team due to take place in 2009, the Estate Ranger and Head Gardener will undergo training to issue fixed penalties to those members of the public who do not clear up after their animals.

19.1.3 Infrastructure and Equipment Maintenance/Buildings

The development of the Confirm system will programme the maintenance of the Estate's infrastructure, based on the result of the *Getting the Measure of Parks* exercise. Significant maintenance of equipment is undertaken through contracts with Bristol City Council's fleet management in conjunction with TH White's, a local equipment dealership. In terms of small scale equipment, for example chainsaws, this work is undertaken and recorded by the Estate's team.

19.1.4 Landscape and Horticultural Maintenance

Ashton Court Estate has a diverse range of natural and ornamental landscape features which are maintained by members of the Estate Team. A Head Gardener is currently responsible for three full time gardeners. The role of team is to provide horticultural and landscape maintenance throughout the Estate. In addition, two rangers and the Council's Parks Service also support maintenance activity. In general terms responsibility for maintenance within the Estate is summarised in table 8.

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Table 8: Landscape and Horticultural Maintenance

| Gardeners | Rangers | Bristol Parks Service |
|---|--|---|
| <ul style="list-style-type: none"> • Amenity Turf; • Shrub prune; • Annual bedding; • Sweeping; • Toilets; • Herbaceous borders; • Path maintenance; • Roses; • Litter/dog bins; • Rough grass maintenance. | <ul style="list-style-type: none"> • Deer management; • Woodland management; • Fences and furniture; • Ponds; • Hay/conservation cut. | <ul style="list-style-type: none"> • Tree works; • Minor landscape works; • Infrastructure e.g. walls. |

At present much of the planned maintenance is programmed on a frequency basis. The standard of presentation is generally very good and the in house team respond where resources are required within the frequency based framework. At present there are no published or documented service/performance standards for the Estate.

19.1.5 Trees

As part of the SSSI designation the Estate’s veteran trees are managed in accordance with the best practice criteria for dead wood. This includes not mowing under the trees more than once every third year, leaving as much dead wood as possible within the crowns of the trees and leaving dead wood on the ground where it has fallen from the tree. All veteran trees for the veteran trees, have been tagged, for the veteran trees management plan, which details specific management prescriptions for some trees. A visual tree inspection is undertaken every year by the Council’s Tree Officer.

19.1.6 Health and Safety

Within the context of the Estate, Health and Safety issues are managed within Bristol City Council’s Corporate Health and Safety systems. The following methods and procedures are used to control hazards and risks:

- Health and Safety induction for new staff;
- Risk assessment for events and activist;

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- COSHH assessments;
- Legal agreements with third parties;
- Issue of P.P.E. to all personnel;
- Recording and reporting all accidents;
- Visual inspections of the Estate by team members.

19.2 Discussion and Management Issues

Monitoring and Performance

Ashton Court Estate is well maintained and this is evident both from the general lack (indeed absence) of complaints and the obvious enthusiasm of the dedicated in house team. The benefit of having an Estate Team of Rangers and Gardeners is a considerable asset, with much of the day to day maintenance completed within a flexible framework which can respond to seasonal variations and visitor demands. However, there is potentially a slight over reliance on staff being able to respond to needs without necessarily monitoring or recordings issues. This in itself is a good thing and should be encouraged; however, this needs to be balanced against the identification of persistent issues to help inform management decisions. For example, the toilets are inspected and cleaned daily by the team but there are no records kept of this action. It could be that everyday the toilets are spotless at 9.00am but by lunchtime need to be cleaned again. A simple monitoring system would help gain a picture of when additional resources may be required. Likewise weed infestations of roses may be a cyclical problem at a particular time of year, which requires extensive remedial action. If formal monitoring was undertaken periodically this might address the issues in the long term. Monitoring should not be seen as onerous but should be focused on key areas to help plan resources and demonstrate what actions have been taken.

Managing Risk

The safety of visitors is paramount and is taken seriously by the management team. At present the focus for management health and safety concentrates on staff related issues. However, there is a wider role for undertaking site based risk assessments to ensure the safety of visitors. This would provide an added robustness to the overall health and safety framework and prevent any ambiguity in jointly run areas i.e. the Stable Yard and outdoor bistro area.

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Infrastructure Maintenance

As with the building maintenance discussed in the previous section, there is a need to consider the routine monitoring and planned maintenance of infrastructure. For example there is a considerable amount of Estate iron work fencing in various stages ranging from the nearly new to the unsalvageable. Thought needs to therefore be given to undertaking at least annual inspections of infrastructure such as surfaces, fences and walkways and establishing any repair works required for the following year.

19.3 SWOT Analysis

| Strengths | Weaknesses |
|--|--|
| <ul style="list-style-type: none"> • Longevity of employed personnel. • Extensive research and baseline information in place to inform the decision making process. • Dedicated in house team. | <ul style="list-style-type: none"> • Limited approach to risk management. • Absence of documented landscape/cleansing standards. • Site based risk assessments. |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Development of a forum to encourage community and visitor involvement in the management of the Estate. • Emphasise the Estate’s status as a destination park and link this to the Ashton Court Estate brand. • Generate increased external funding. • Implement the management plan. • Proactive inspections and monitoring. | <ul style="list-style-type: none"> • Anti social behaviour and vandalism on site. • The Estate could become a victim of its own success. • Lack of continuity as a result of the political shift or changes in structure. |

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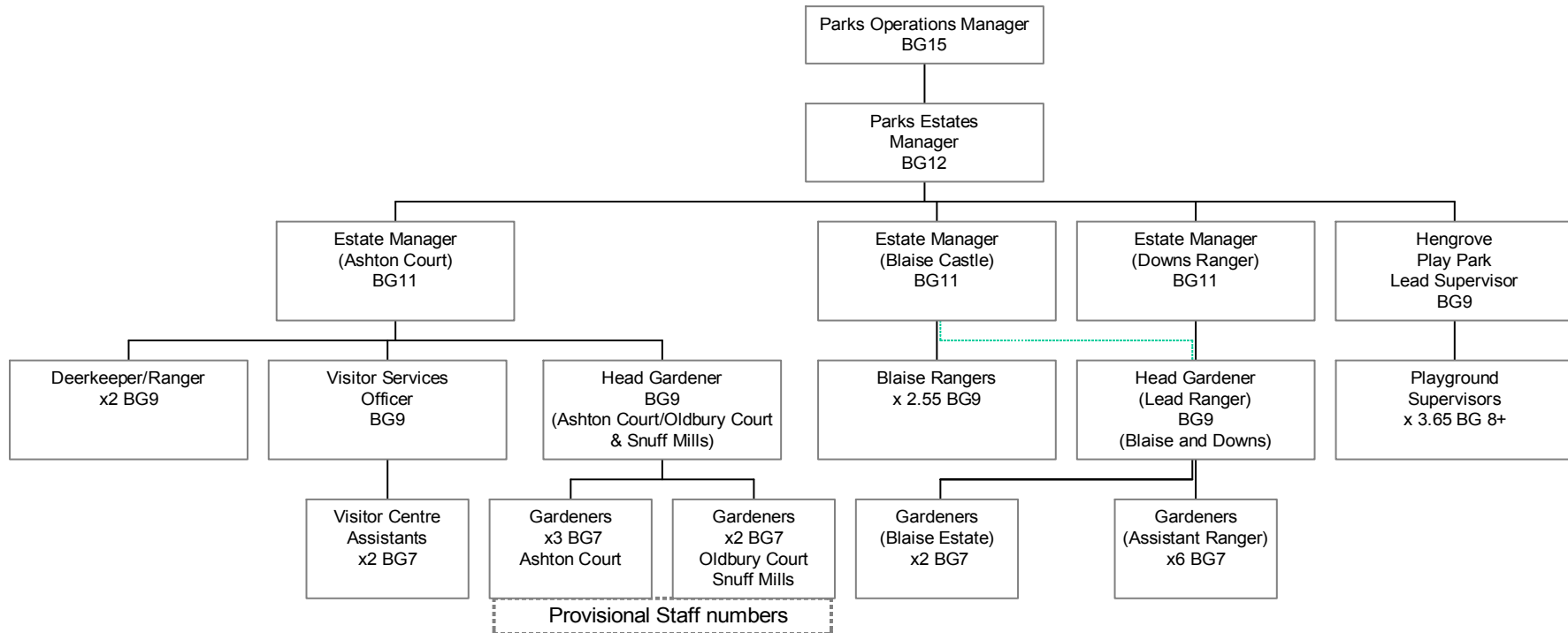
20.0 PERSONNEL AND RESOURCES

20.1 Current Situation

20.1.1 Management Structure

The Bristol City Council Parks Service has recently undergone a restructure both to assimilate new contract arrangements and to strengthen management regimes. Within the scope of this management plan, the new structure for Bristol City Council's Parks Service has been adopted and will form the basis of the available resource during the lifetime of the plan. From April 2009 the staff structure for Bristol City Council Park's Team will be as follows.

Figure 6: Bristol City Council Parks Operations Hierarchy



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20.1.2 Ashton Court Estates Team

Much of the existing staff structure arrangements for Ashton Court will remain unchanged. However the recently created Visitor Services Officer will, from April 2009, be supported by two new Assistant Visitor Services Officers. These posts will act as the main points of contact for visitors to the Estate and will provide a much needed staff presence within the Stable Yard area. In summary the Ashton Court Estate team is made up as follows:-

Table 9: Ashton Court Estate Team

| Job Title | Role | N° of Staff |
|---|---|-------------|
| Estate Manager | Strategic and financial management of the Estate. | 1 |
| Estate Deerkeeper/ Estate Ranger | Management of deer population, assisting with site maintenance and management. | 2 |
| Visitor Services Officer | Marketing, interpretation and promotion of the Estate. | 1 |
| Assistant Visitor Services Officer | Visitor interface and point of contact. | 2 |
| Head Gardener | Organisation of landscape maintenance. | 1 |
| Gardeners | Implementation of horticultural/landscape maintenance. | 3 |

At the current time working hours are as follows;

Table 10: Ashton Court Estate Team Working Hours

| Job Title | Working Hours |
|---|--|
| Estate Manager | 37 hrs/week* |
| Estate Deerkeeper | 7.30am to 3.30pm |
| Estate Ranger | Summer: 9.00am to 6.30pm Winter: 9.00am to 4.30pm |
| Visitor Services Officer | 37 hrs/week* |
| Assistant Visitor Services Officer | 10.00am to 5.00pm |
| Head Gardener | 7.30am to 3.30pm |
| Gardener | 7.30am to 3.30pm |

* Within Bristol City Council's flexi-time scheme.

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20.1.3 Financial Management

Tables 11 and 12 below show the Estate and Mansion budgets for April 2008 to March 2009.

Table 11: Ashton Court Estate Budget April 2008 to March 2009

| | | |
|---|-----------------------|---------|
| LTD0100 - SALARIES - BASIC (PAYROLL USE ONLY) | 1-EMPLOYEES | 225,450 |
| LTD0200 - SALARIES - O/T (PAYROLL USE ONLY) | 1-EMPLOYEES | 34,680 |
| LTD0400 - SALARIES - SUPER. (PAYROLL USE ONLY) | 1-EMPLOYEES | 33,620 |
| LTD0500 - SALARIES - N.I (PAYROLL USE ONLY) | 1-EMPLOYEES | 15,225 |
| LTD1100 - TEMP. STAFF - BASIC (PAYROLL USE ONLY) | 1-EMPLOYEES | 895 |
| LTD4400 - MISCELLANEOUS ALLOWANCES | 1-EMPLOYEES | 810 |
| LTD6900 - PAY CONTINGENCY | 1-EMPLOYEES | 750 |
| LTDAB00 - RATES INCL N.N.D.R | 2-PREMISES | 31,210 |
| LTDAC00 - WATER & SEWERAGE CHARGES | 2-PREMISES | 210 |
| LTDAE00 - PLANNED MAINTENANCE | 2-PREMISES | 2,040 |
| LTDAF00 - RESPONSE MAINTENANCE | 2-PREMISES | 1,730 |
| LTDAG00 - GENERAL PREMISES | 2-PREMISES | 2,040 |
| LTDAM00 - COUNCIL TAX | 2-PREMISES | 1,560 |
| LTDAT00 - SECURITY MEASURES | 2-PREMISES | 8,360 |
| LTDV00 - MAINTENANCE CONTRACTS | 2-PREMISES | 1,560 |
| LTDAY00 - CLEANING CONTRACT | 2-PREMISES | 4,080 |
| LTDBE00 - DIRECT GAS CHARGES | 2-PREMISES | 2,140 |
| LTD BF00 - DIRECT ELECTRICITY CHGS | 2-PREMISES | 6,120 |
| LTD BH00 - WATER CHARGES | 2-PREMISES | 2,290 |
| LTDGA00 - TRANSPORT | 3-TRANSPORT | 1,020 |
| LTDGC00 - MAINTENANCE & REPAIR OF VEHICLES | 3-TRANSPORT | 7,750 |
| LTDGE00 - RUNNING EXPENSES OF VEHICLES | 3-TRANSPORT | 3,140 |
| LTDGF00 - STAFF TRAVEL COSTS - DIRECT | 3-TRANSPORT | 720 |
| LTDGM00 - FUEL FOR VEHICLES | 3-TRANSPORT | 6,120 |
| LTDGR00 - TYRES | 3-TRANSPORT | 520 |
| LTDGX00 - SUBSISTENCE - CIPFA GROUP 3 ONLY | 3-TRANSPORT | 860 |
| LTDCB00 - PRINTING, STATIONERY, & GEN OFFICE EXPENSES | 4-SUPPLIES & SERVICES | 2,120 |
| LTDCD00 - POSTAGE | 4-SUPPLIES & SERVICES | 170 |
| LTDCE00 - COMP TELEPHONE CHARGES | 4-SUPPLIES & SERVICES | 4,080 |
| LTDCM00 - MARKETING | 4-SUPPLIES & SERVICES | 2,580 |
| LTDCN00 - COMPUTER HARDWARE | 4-SUPPLIES & | 2,040 |

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| | SERVICES | |
|---|------------------------|----------------|
| LTDCU00 - STOCK / RESALE PURCHASES | 4-SUPPLIES & SERVICES | 1,040 |
| LTDCW00 - GEN EQUIP MAINTENANCE & HIRE | 4-SUPPLIES & SERVICES | 12,240 |
| LTDDA00 - BOOKS, PUBLICATIONS & JOURNALS | 4-SUPPLIES & SERVICES | 90 |
| LTDDD00 - CLOTHING & UNIFORMS - STAFF | 4-SUPPLIES & SERVICES | 2,040 |
| LTDDT00 - MISCELLANEOUS EXPENSES | 4-SUPPLIES & SERVICES | 520 |
| LTDEJ00 - EVENTS & DISPLAYS - CITY COUNCIL | 4-SUPPLIES & SERVICES | 6,120 |
| LT DPRJM - PATHS - SCHEDULED WORKS | 5-THIRD PARTY PAYMENTS | 17,340 |
| LT DPRKF - WOODLANDS - SCHEDULED WORKS | 5-THIRD PARTY PAYMENTS | 7,140 |
| LT DPR9T - HLF WORKS - SCHEDULED WORKS | 5-THIRD PARTY PAYMENTS | 40,800 |
| LT DPR00 - SCHEDULED WORKS | 5-THIRD PARTY PAYMENTS | 40,800 |
| LT DPRJ9 - BEDDING - SCHEDULED WORKS | 5-THIRD PARTY PAYMENTS | 6,120 |
| LT DPRKC - PARKS LAND TREES - SCHEDULED WORKS | 5-THIRD PARTY PAYMENTS | 6,200 |
| LT DPTK1 - FLYTIPPING - RESPONSE MAINTENANCE (CONTRACTORS ONLY) | 5-THIRD PARTY PAYMENTS | 1,020 |
| LT DP TFR - OTHER STRUCTURES & FEATURES - RESPONSE MAINTENANCE (CONTRACTORS ONLY) | 5-THIRD PARTY PAYMENTS | 5,100 |
| LT DP T00 - RESPONSE MAINTENANCE (CONTRACTORS ONLY) | 5-THIRD PARTY PAYMENTS | 1,020 |
| LT DK000 - LETTINGS | 8-CAPITAL FINANCE | (1,830) |
| LT DKBJ5 - INCOME - SHOP - SALE OF SERVICES | 9-INCOME | (1,230) |
| LT DKE3D - MAFF - GRANTS FROM OTHER SOURCES | 9-INCOME | (11,220) |
| LT DKH00 - CATERING / CONFECTIONERY SALES | 9-INCOME | (16,320) |
| LT DKT1Z - - CASUAL BOOKINGS | 9-INCOME | (41,620) |
| LT DKZ3J - FOREST OF AVON - CONTRIBUTION FROM OTHER LOCAL AUTHS. | 9-INCOME | (2,000) |
| LT DLG00 - EVENTS INCOME | 9-INCOME | (32,640) |
| LT DMA00 - OTHER INCOME VATABLE | 9-INCOME | (3,120) |
| LT DMB00 - GENERAL RENTS | 9-INCOME | (29,620) |
| LT DME00 - CONCESSIONS | 9-INCOME | (20,570) |
| LT DMG1W - BALLOON PERMITS - LICENCES | 9-INCOME | (6,130) |
| TOTAL ASHTON COURT ESTATE BUDGET | | 387,180 |

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Table 12: Ashton Court Mansion Budget April 2008 to March 2009

| | | |
|--|------------------------|--------------|
| LT6AB00 - RATES INCL N.N.D.R | 2-PREMISES | 65,540 |
| LT6AC00 - WATER & SEWERAGE CHARGES | 2-PREMISES | 12,240 |
| LT6AE00 - PLANNED MAINTENANCE | 2-PREMISES | 45,900 |
| LT6AH00 - GENERAL PREMISES | 2-PREMISES | 2,040 |
| LT6AM00 - COUNCIL TAX | 2-PREMISES | 940 |
| LT6AT00 - SECURITY MEASURES | 2-PREMISES | 510 |
| LT6BE00 - DIRECT GAS CHARGES | 2-PREMISES | 11,860 |
| LT6BF00 - DIRECT ELECTRICITY CHGS | 2-PREMISES | 31,620 |
| LT6BH00 - WATER CHARGES | 2-PREMISES | 14,280 |
| LT6CE00 - COMP TELEPHONE CHARGES | 4-SUPPLIES & SERVICES | 60 |
| LT6PT00 - RESPONSE MAINTENANCE (CONTRACTORS ONLY) | 5-THIRD PARTY PAYMENTS | 3,060 |
| LT6HS00 - REALLOC.FROM HOLDING A/C (CENT)-NON CONT | 7-SUPPORT SERVICES | 16,300 |
| LT6K3EM - SODEXHO INCOME - RECOVERIES - GENERAL | 9-INCOME | (42,840) |
| LT6KXEM - SODEXHO INCOME - CONTRACT SUM | 9-INCOME | (158,100) |
| | | |
| TOTAL ASHTON COURT MANSION BUDGET | | 3,410 |

20.1.4 Measuring Performance and Success

Measure performance is critical to understanding value for money and continuous improvement. The Parks Service at Bristol City Council are committed to this and have instigated regular assessments to evaluate and measure performance within specific open space. During 2004 the *A Getting the Measure of Parks Site Quality Assessment* was conducted. The general assessment for the whole Estate raised the following issues:-

- Limited signage and interpretation;
- Poor condition of boundary walls;
- Poor condition of paths and hard surfaces, with limited access for the disabled;
- Number, location, design, condition and maintenance of site furniture.

In some cases, for example the boundary walls, these issues have been partially dealt with as part of the restoration.

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Outside of this process there is no formal arrangements for reporting performance but the Estate Management Team do take an active role in benchmarking as part of the Countryside Recreation Network and through information exchanges with similar services. This activity, together with the management team's intention to utilise the Council's Confirm contract monitoring software, forms the current performance management framework. The output of this ensures that priorities are established and met. For example the recent survey data collated during the *Getting the Measure of Parks* exercise will also be used to create a database detailing all the features of the Estate and detailing schedules for their management and inspection.

20.1.5 Estate Office

The Estates Office was redeveloped as part of the restoration project on the first floor of the stables wing. It acts as an administrative hub for the Estate's team and houses the IT equipment. The office area also contains toilet and shower facilities alongside a meeting room, storage space and kitchen area. It is the responsibility of the Estate Team to maintain the office.

20.2 Discussion and Management Issues

Staff Structure

The staff structure at Ashton Court has been re-evaluated during November 2008 as part of an extensive review of Bristol City Council's parks staffing and will be implemented fully in April 2009. Within the context of the emerging staffing requirements for the Estate required post restoration, this structure is considered sufficient to meet the demands of the Estate in the short to medium term. Given the need to consolidate maintenance issues and tackle new initiatives such as the wholesale assessment of marketing the Estate, the human resource will need to be carefully monitored to ensure that the high standards of service are met whilst at the same time ensuring a well motivated team. In the longer term (possibly outside the scope of this plan) it may be necessary to consider an alternative staff structure which is able to respond to new demands.

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Strategic Financial Management

Financially the Estate has a good balance sheet and is well subsidised by the Council. Income streams are diverse which prevents over reliance on a one particular source. This is further enhanced by the general entrepreneurial attitude of the Estate Team, all of whom seek to maximise income as much as possible. Given the size and complexity of the Estate and the recent addition of two new catering contractors, there is perhaps a need to consider the wider business function. This relates not only to ensuring that the books balance but also the requirement to ensure the longer term maintenance issues previously discussed are planned and resourced accordingly. It is anticipated that a more detailed business plan will be required in the future to ensure both capital and revenue requirements are considered at a strategic rather than an operational level.

Volunteers

As discussed in section 14.0 there is scope to develop community involvement at Ashton Court Estate. The development of a volunteer programme and the successful implementation of a “User Forum” will bring a new dimension to the Estate and enable management decisions to be agreed collectively.

Office Resources

Office resources have been planned as part of the restoration to accommodate planned requirements. For example the Estate offices are located on the first floor of Stable Block away from the activities hosted by the ground floor e.g. the bistro and Visitor Centre area. Having the Estate Office and Visitor Centre on separate floors means that visitor enquiries can be dealt with, without disrupting the Estate team.

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20.3 SWOT Analysis

| Strengths | Weaknesses |
|---|--|
| <ul style="list-style-type: none"> • Skilled and committed team. • Well designed and planned Estate office. • Good understanding of the needs of the Estate. • Available data on Estate assets. | <ul style="list-style-type: none"> • Long term financial planning related income for building maintenance. • Absence of documented business plan. • Resource issue with regard to using the Mansion House. • Value for money for example Mansion House currently has a 10% turnover. • Opening in the evening would require increased staffing cover. • Mansion House is a City Council building currently managed by an independent company. • Mansion House – 3 organisations |
| Opportunities | Threats |
| <ul style="list-style-type: none"> • Increasing volunteer opportunities to facilitate management of the Estate. • 10% of revenue to destination parks. • Capital investment – planning. • Planning for resources. • Structure for volunteers. • Transport Plan. • Asset Management Plan. • Mansion House out for tender 2011. • £3,000.00 volunteer funding for the meadow. • The development of a business plan. | <ul style="list-style-type: none"> • Increase in maintenance standards. • Lack of financial/human resource to deliver maintenance aspects. • Succession planning – thinking about the future. • Monitoring. • Potential skills shortage. |

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SECTION 3: WHERE DO WE WANT TO GO?

Section 3 of the management plan brings together the information from Sections 1 and 2 to understand the reasons for change, providing an evaluation and clear rationale for the formulation of objectives and actions.

21.0 INTRODUCTION

Understanding the current position of Ashton Court Estate is a valuable exercise and helps to identify the position in terms of the overall existing management. As an extension of the discussion emerging in Section Two, the main issues are brought together to provide a justification for the development of the final aims and objectives. This is perhaps the most important element of the management plan; providing a clear direction and mandate for change.

22.0 UNDERSTANDING THE RESOURCE

Ashton Court Estate is a unique and excellent asset for Bristol. Based on the discussion in section two, the Estate's history, the overall landscape/ historic value, and current management, it is more than apparent why the Estate is historically significant and considered to be a destination resource. In general terms, strengths outweigh weaknesses but there are however a number of emerging opportunities and potential threats, which need to be considered. In providing a summary conclusion of the resource the following key themes have emerged.

Theme 1. Landscape Heritage

- *Unifying the landscape.*
- *Consolidating recent change.*
- *Impeding restoration principles.*

The designed landscape associated with the Estate is by far the primary significance. A wealth of information is now available and the next phase is to implement a comprehensive management regime to conserve and maintain what has been achieved and to build on the restoration work completed during recent years. Future management regimes need to consider outstanding restoration objectives and balance these against financial resources and the need to effectively manage the restored landscape and the aspirations of visitors. In the

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long term the unification of the designed landscape through planned acquisition and by seizing opportunities should also be considered. There needs to be a definitive list of capital aspirations required to complete the stabilisation of the historic fabric. This needs to take the form of an itemised cost plan adjusted annually to take account of inflation.

Theme 2. Built Heritage

- *Understanding the future needs of the built assets.*
- *Enhancing the visitor experience.*
- *Implementing new maintenance schedules.*

Inherently associated with the landscape and natural heritage is a unique richness of built structures. Although the significance of these assets is well understood through the assimilation of detailed information gained as part of the Heritage Lottery Fund restoration project, there is a requirement to plan for future maintenance and consider long term liabilities. In addition, the scale of the restoration has led to a wider understanding of the Estate by both the Council and visitors and the future integration of the Mansion with the Estate needs to form a focus for future consideration. As above, a full survey of the work required to restore the Mansion is needed, combined with the production of a cost plan to be updated annually and an identification of any potential stand alone elements of work.

Theme 3. Management Information

- *Measuring success.*
- *Monitoring performance.*
- *Taking opportunities.*

The restoration period for the Estate has presented new opportunities and has manifested many tangible and physical changes. The next phase of the Estate's lifecycle will be more subtle and will be related to more intangible successes such as the visitor experience, the quality of species diversity and social objectives i.e. tackling obesity. This presents a new challenge for the Estate Team and it will be necessary to implement a system of recording and monitoring performance so

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that success (or indeed failure) can be measured. This will provide vital management information so that future external funding or partnership opportunities can be more readily exploited.

Theme 4. Audience Development

- *Understanding the needs and requirements of a destination venue.*
- *Planning resources to meet the aims of a destination venue.*
- *Balancing the intrinsic values and managing conflicting objectives.*
- *Communicating the value of the resource.*

The Estate has undergone significant change during the last decade and this has been evaluated to determine the next phase of the Estate's life cycle. The reputation of the Estate as visitor destination site is clear but there is a need to formalise marketing activity. The prerequisite to become a destination venue is a cross cutting theme and should be clearly defined and resources allocated accordingly. Critical to understanding this is the formulation of an integrated marketing strategy. This will provide a baseline visitor analysis and establish a planned and systematic approach to identifying target audiences, providing services, undertaking promotional activity and achieving customer satisfaction.

Theme 5. Financial and Business Strategy

- *Ensuring adequate financial and human resources.*
- *Influencing the strategic planning process.*
- *Maximising revenue and business opportunities.*

Without question Ashton Court Estate has enormous potential both as a heritage asset and destination visitor experience. The development of a detailed long term business plan, which clearly establishes the financial and resource strategy, will enable the Estate to flourish to its full potential in a controlled and sustainable manner. This should include an evaluation of existing expenditure, opportunities for increasing/ generating revenue (whether internal or external), establishing a centralised financial framework and determining what resource are required to implement the business plan.

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23.0 FORMULATION OF OBJECTIVES

23.1.1 Ashton Court Estate is a complex and diverse space. At this stage of the evolution of the Ashton Court Estate Strategic Management Plan, the original vision and aims established in Section One will remain unchanged. However to achieve the overall vision there will be a need to supplement the management plan with more detailed information. The management plan with therefore be updated annually as new information emerges. For example, the completion of a detailed marketing strategy may influence objectives for the engagement of new audiences.

23.1.2 The following objectives for Ashton Court Estate are provided to meet the current aims between 2009 and 2019.

23.2 Aim: To manage and protect the significant historic landscape.

| Ref. | Objective | Prescriptions |
|------|---|---|
| HL01 | By implementing the landscape management and asset plans detailed within section 4. | Take advice from specialist advisor, develop brief and commission conservation management plan for all built structures, water features and walls etc. Commission a hydrological survey of the Estate to determine significance and relationship of water features. Based on above, plan new financial resources. |
| HL02 | By completing and implementing a conservation statement and management plan for all listed structures and key features. | |
| HL03 | By ensuring sufficient resources to maintain restored landscape features. | |
| HL04 | By ensuring satisfactory resources for other landscape features. | |
| HL05 | By controlling scrub encroachment within sensitive areas in accordance with Countryside Stewardship prescriptions. | |
| HL06 | By unifying the historic landscape through planned acquisition and negotiation with neighbouring landowners. | |
| | | Review current occupancy arrangements. |

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| | | |
|------|---|---|
| HL07 | By understanding the recreational carrying capacity of the landscape. | |
| HL08 | By achieving a Green Flag Heritage Award by 2010. | <p>Establish a suitable monitoring regime e.g. fixed point photography to capture footpath erosion.</p> <p>Investigate criteria for GHA and prepare application.</p> <p>Review all maintenance/management plans annually and implement changes where necessary.</p> |

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23.3 Aim: To maintain those pre and post Repton features that are considered appropriate within the landscape.

| Ref. | Objective | Prescriptions |
|------|--|--|
| RE01 | By implementing the landscape management plan detailed within section 4. | Assess and inspect features on an annual basis and amend management regimes where necessary. |
| RE02 | By monitoring landscape change with reference to baseline information. | Photograph principal landscape views annually. |
| RE03 | By ensuring that all designed landscape views are recreated sensitively. | Assess changes and take corrective action if necessary. Plan and resource further landscape restoration with qualified Landscape Architect/Historian. Consult with visitors and stakeholders before implementing further landscape changes. Every three years review condition of views and update management plan accordingly. |

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23.4 Aim: To protect the Archaeology and Ecology of the Estate.

| Ref. | Objective | Prescriptions |
|------|--|--|
| AR01 | By undertaking an up to date archaeological assessment of features to help inform future maintenance. | <p>Commission study in conjunction with Archaeology Officer and English Heritage; prepare plan.</p> <p>Implement plan and ensure tree removal /scrub management is not to detriment of landscape/biodiversity or to the archaeology itself.</p> <p>Limit deer access to areas sensitive to erosion.</p> <p>Establish framework for monitoring species, record information and amend maintenance regimes accordingly.</p> <p>Use creative methods to communicate message through arts or similar events rather than traditional interpretative panels and leaflets.</p> |
| AR02 | By completing at least one detailed archaeological field investigation and study within the next five years. | |
| AR03 | By controlling erosion and restricting public access. | |
| AR04 | By undertaking regular monitoring of protect species and principal habitats. | |
| AR05 | By controlling tree growth within the confines of archaeological features. | |
| AR06 | By interpreting, promoting and educating visitors to the Estate’s archaeological significance. | |

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23.5 Aim: To retain and enhance the diversity of the landscape types across the Estate.

| Ref. | Objective | Prescriptions |
|------|--|--|
| LS01 | By implementing the landscape and habitat prescriptions within section 4 of the management plan. | Use information from surveys to inform and revise management operations. |
| LS02 | By undertaking botanical surveys of all habitats/grassland at least every two years. | Consider alternative methods and frequencies to achieve biodiversity. |
| LS03 | By implementing existing Countryside Stewardship Agreements. | Inspect and record condition of grasslands. |
| LS04 | By educating and interpreting ecological significance to a wide range of audiences. | Provide a series of events on key species. |
| LS05 | By implementing English Woodland Grant Scheme. | Explain areas of high ecological importance through specialist leaflets/seasonal displays. |
| LS06 | By recognising good woodland husbandry through achievement of the Woodland Assurance Scheme (WAS). | Develop links with planned environmental education activities e.g. education packs. |
| LS07 | By monitoring and controlling invasive species. | Make links with local schools and plan activities in conjunction with national curriculum. Investigate Woodland Assurance Scheme criteria |

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| | | |
|--|--|---|
| | | and lead on application. Map invasive species and implement control methods. |
|--|--|---|

23.6 Aim: To increase public appreciation and enjoyment of the Estate.

| Ref. | Objective | Prescriptions |
|------|--|---|
| PU01 | By developing and implementing an annual events programme. | As part of marketing plan, decide on scale and level of events. Identify key proposed audiences. Work with operators of the Mansion and explore ways of allowing greater public access. |
| PU02 | By developing opportunities for identified audiences. | |
| PU03 | By creating public access to the Mansion. | |

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23.7 Aim: To address the needs of visitors, without compromising the inherent ecological and historical value of the Estate.

| Ref. | Objective | Prescriptions |
|------|---|--|
| VS01 | By providing a consistently clean and welcoming environment. | Decide on level of resources needed to keep Estate free of litter. Agree current and planned requirements for risk management. Document revised procedures. Produce charter and publicise minimum standards. Provide site appropriate signage and encouraging communication through notice boards etc. Complete assessment and act on any recommendations. Review good practice for access in historic parks/estates. Make modifications where appropriate. |
| VS02 | By determining required cleansing standards and arrangements in line with new staff structure. | |
| VS03 | By publishing a customer charter for visitors. | |
| VS04 | By completing an integrated framework for health and safety issues. | |
| VS05 | By complying with statutory legislation e.g. Disability Discrimination Act. | |
| VS06 | By ensuring good visitor orientation through creative interpretation/ publication of information. | |
| VS07 | By compiling a site based risk assessment at least once per year month. | |
| VS08 | By developing a seating plan for the Estate without detriment to historic landscape. | |

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23.8 Aim: To actively work with stakeholders and support participation in the decision making process.

| Ref. | Objective | Prescriptions |
|------|--|---|
| ST01 | By creating a Forum to assist in the facilitation of the Estate. | Invite potential stakeholders to open session/presentation. Agree terms of reference. Appoint Executive. Meet at least twice per year to review management objectives and action plan. |

23.9 Aim: To provide appropriate facilities, events and activities that promote and strengthen visitor enjoyment, whilst still respect the importance of the asset.

| Ref. | Objective | Prescriptions |
|------|--|--|
| MA01 | By completing a bespoke marketing plan for the Estate. | Ensure proposed marketing plan is discussed and implemented as a service wide/strategic issue. |
| MA02 | By planning a framework for community engagement. | |
| MA03 | By seeking the views of visitors at least once every three years. | Engage with partners and |
| MA04 | By managing existing formal facilities e.g. golf course to accommodate needs of all users. | Mansion to determine mutually beneficial work areas. |
| MA05 | By providing high quality service and equipment. | Form new partnerships with organisations who can |
| MA06 | By resolving car parking capacity within Mansion car park. | deliver diverse facilities for audiences e.g. young people. Monitor visitor trends and aspirations. |

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| | | |
|--|--|--|
| | | <p>Monitor vehicle numbers and number of people in those vehicles at benchmark of 2.6 per car.</p> <p>Consider charging strategy to prevent non users occupying car park for prolonged periods.</p> <p>Implement changes and let visitors know what has been done.</p> |
|--|--|--|

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23.10 Aim: To tackle anti-social behaviour and vandalism.

| Ref. | Objective | Prescriptions |
|-------|--|---|
| ASB01 | By implementing a rigorous site inspection and incident recording regime. | Establish a regular site inspection program in conjunction with record keeping database. |
| ASB02 | By efficiently removing evidence of anti social behaviour. | |
| ASB03 | By working together with relevant agencies to engage with young people within local community. | <p>Establish protocols for reporting, recording and removing evidence of criminal incidents.</p> <p>Ensure Estate team contact details are widely promoted and accessible during regular working hours.</p> <p>Review and ensure compliance with asset risk assessment.</p> <p>Manage Estate team to ensure staff cover is maintained.</p> <p>Reinforce the inspection and reporting role of Estate Team.</p> |

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23.11 Aim: To maximise revenue generating activities which are complementary to the Estate.

| Ref. | Objective | Prescriptions |
|-------|--|---|
| REV01 | By preparing a five year business plan for the Estate. | Review income and expenditure requirements in light of recent restoration. |
| REV02 | By having an entrepreneurial attitude to securing external funding and capitalising on business opportunities. | Consider business strategies for securing revenue. |
| REV03 | By managing and planning future revenue and capital expenditure. | Decide on depreciation costs associated with assets and produce outline plan. Determine provisional cost estimates for future capital investment. Seek additional funding where appropriate and dedicate resources to secure funding. Understand role of s106 agreements and seek clarification of funding for the Estate. |

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23.12 Aim: To ensure that the Estate is sustainable socially, environmentally and economically.

| Ref. | Objective | Prescriptions |
|-------|---|---|
| SUS01 | By effective management of personnel. | Determine level of service required for destination site. |
| SUS02 | By developing a building maintenance plan. | Work with Council Officers to agree maintenance protocol and required resources. |
| SUS03 | By undertaking an environmental audit of work activity. | |
| SUS04 | By being an exemplar for sustainability. | Assess current resource consumption and produce plan for improving environmental credentials. |
| SUS05 | By becoming a venue for healthy lifestyles. | |
| SUS06 | By updating the risk management plan/assessment annually. | Explore options with café for additional recycling and healthy eating. |
| SUS07 | By liaising with the relevant statutory bodies at least once per year to review management. | |
| SUS08 | By implementing a sustainable transport plan. | Assess how Estate can improve people's lives. Consider events that promote passive forms of exercise e.g. short walk club. Investigate, embrace and plan alternative methods of transport to the Estate e.g. via new cycle network. |

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23.13 Aim: To maintain its reputation as a viable tourist attraction in the South West.

| Ref. | Objective | Prescriptions |
|-------|---|--|
| TOR01 | By working with south west and city tourist agencies to promote and market Ashton Court. | Attend partnership meetings and contribute to tourism strategies. |
| TOR02 | By forming effective partnerships with compatible service providers to market the unique qualities of the Avon Gorge. | Work with neighbouring landowners e.g. National Trust to encourage visitors to explore the wider area. |

23.14 Aim: To ensure that Ashton Court Estate maintains its status as a national venue for events and festivals, whilst still respecting the importance of the asset.

| Ref. | Objective | Prescriptions |
|-------|--|--|
| FES01 | By ensuring quality rather than quantity of festivals and events. | Determine objectives for events in line with Council strategies and proposed target audiences for the Estate. |
| FES02 | By understanding the short and long term impact of festivals and events within the Estate. | Assess physical and financial impact as part of pre events assessment. Record and act on subsequent impacts. |
| FES03 | By ensuring proper legal and risk management agreements are in place for each event. | |
| FE04 | By exploring new opportunities for festivals and events which are compatible with the Estate's management. | Ensure licences are in place before events take place. Estate team to be represented on event planning meetings. |
| FE05 | By ensuring that damage is fully and effectively reinstated/repaired. | Assess new application for festivals and events through pre determined criteria. |

**ASHTON COURT ESTATE
STRATEGIC MANAGEMENT PLAN
SECTION THREE – WHERE DO WE WANT TO GO?**

23.15 Aim: To build on existing partnerships and create new partnerships for the betterment of the Estate.

| Ref. | Objective | Prescriptions |
|------|--|--|
| PA01 | By enabling and supporting the proposed Forum for Ashton Court Estate. | Working with existing partners e.g. Mansion to engineer new initiatives. |
| PA02 | By developing regular open days/ sessions so people can meaningfully contribute to the management of the Estate. | Invite all comers to open evening/ display/walk. Involve existing partners in promoting Estate to non users. |
| PA03 | By increasing the capacity for volunteering. | Determine opportunities for volunteers. |
| PA04 | By embracing new partnerships within the context of the Estate. | Assess resources available for volunteer wardens/hosts/guides/rangers/ conservation vols. Target at least one new partner and explore opportunities within context of objectives. |

**ASHTON COURT ESTATE
STRATEGIC MANAGEMENT PLAN
SECTION FOUR – HOW ARE WE GOING TO GET THERE?**

SECTION 4: HOW ARE WE GOING TO GET THERE?

Section 4 of the Ashton Court Estate strategic management plan forms the core of the planned working activity and provides more detail in respect of future restoration proposal, long term maintenance, financial arrangements and action planning. This section provides the main business element for continual improvement.

24.0 INTRODUCTION

As part of the long term management of the Ashton Court Estate the following means of delivery will apply:

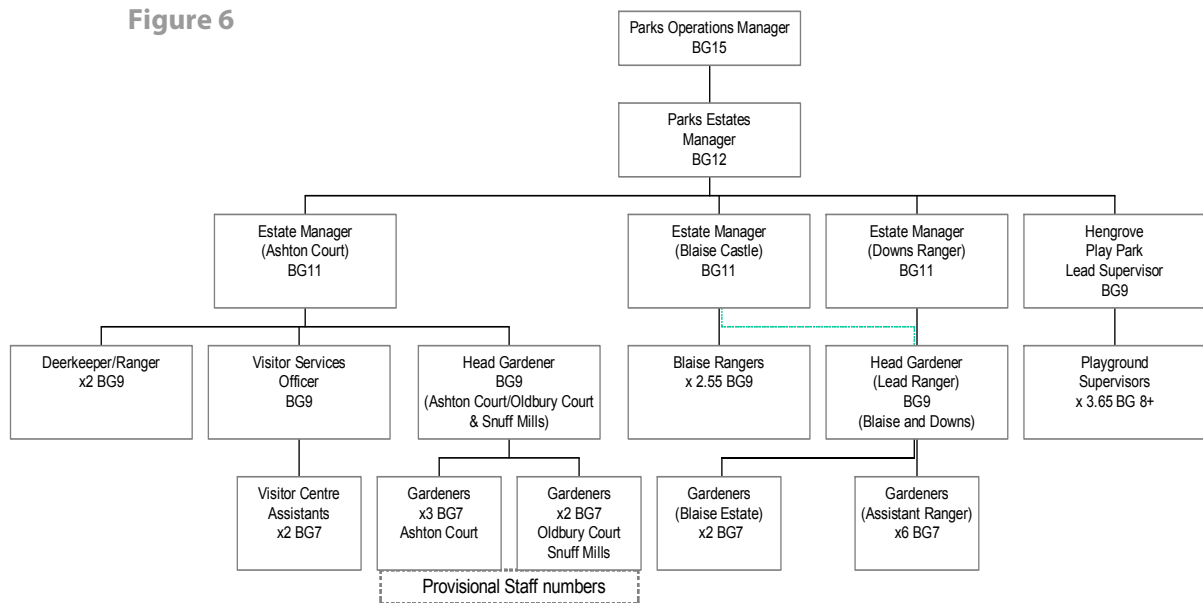
- Resources and finances;
- Horticultural and cleansing maintenance;
- Landscape, habitat and vista management;
- Asset management;
- Security/Risk Management;
- Action plan 2009 – 2010/11.

25.0 RESOURCES AND FINANCES

25.1 Personnel

25.1.1 The following staff structure will be used to implement the management plan.

Figure 6



**ASHTON COURT ESTATE
STRATEGIC MANAGEMENT PLAN
SECTION FOUR – HOW ARE WE GOING TO GET THERE?**

25.2 Estimated Revenue Costs

25.2.1 The following table identifies planned financial expenditure during the financial year 2008/09. Note subsequent budget predictions for years 2009/10 to 2017/18 are based on an inflationary increase rate of 3% per annum.

Table 13: Estate Budget

| Account Code | Description | LTK | LTK | LTK | LTK | LTK | LTK | LTK | LTK | LTK | LTK |
|---------------|--------------------------------------|-----------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|------------|
| | | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/2018 |
| | | Planned Annual Budget | Predicted | | | | | | | | |
| Annual Budget | Annual Budget | | Annual Budget | Annual Budget | Annual Budget | Annual Budget | Annual Budget | Annual Budget | Annual Budget | Annual Budget | |
| | Employees [1] | | | | | | | | | | |
| 01 | Salaries | 225,450.00 | 232,213.50 | 239,179.91 | 246,355.30 | 253,745.96 | 261,358.34 | 269,199.09 | 277,275.06 | 285,593.31 | 294,161.11 |
| 02 | Salaries - Overtime | 34,680.00 | 35,720.40 | 36,792.01 | 37,895.77 | 39,032.65 | 40,203.62 | 41,409.73 | 42,652.03 | 43,931.59 | 45,249.53 |
| 04 | Salaries - Superannuation | 33,620.00 | 34,628.60 | 35,667.46 | 36,737.48 | 37,839.61 | 38,974.79 | 40,144.04 | 41,348.36 | 42,588.81 | 43,866.47 |
| 05 | Salaries - National Insurance | 15,225.00 | 15,681.75 | 16,152.20 | 16,636.77 | 17,135.87 | 17,649.95 | 18,179.45 | 18,724.83 | 19,286.57 | 19,865.17 |
| 11 | Temporary Staff – Basic | 895.00 | 921.85 | 949.51 | 977.99 | 1,007.33 | 1,037.55 | 1,068.68 | 1,100.74 | 1,133.76 | 1,167.77 |
| 44 | Miscellaneous Allowances | 810.00 | 834.30 | 859.33 | 885.11 | 911.66 | 939.01 | 967.18 | 996.20 | 1,026.08 | 1,056.87 |
| 69 | Pay Contingency | 750.00 | 772.50 | 795.68 | 819.55 | 844.13 | 869.46 | 895.54 | 922.41 | 950.08 | 978.58 |
| Totals - | Employees | 311,430.00 | 320,772.90 | 330,396.09 | 340,307.97 | 350,517.21 | 361,032.72 | 371,863.71 | 383,019.62 | 394,510.21 | 406,345.51 |

**ASHTON COURT ESTATE
STRATEGIC MANAGEMENT PLAN
SECTION FOUR – HOW ARE WE GOING TO GET THERE?**

| | | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/2018 |
|-----------------|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | Premises [2] | | | | | | | | | | |
| AB | Non domestic rates | 31,210.00 | 32,146.30 | 33,110.69 | 34,104.01 | 35,127.13 | 36,180.94 | 37,266.37 | 38,384.36 | 39,535.89 | 40,721.97 |
| AC | Water & Sewerage Charges | 210.00 | 216.30 | 222.79 | 229.47 | 236.36 | 243.45 | 250.75 | 258.27 | 266.02 | 274.00 |
| AE | Planned Maintenance | 2,040.00 | 2,101.20 | 2,164.24 | 2,229.16 | 2,296.04 | 2,364.92 | 2,435.87 | 2,508.94 | 2,584.21 | 2,661.74 |
| AF | Response Maintenance | 1,730.00 | 1,781.90 | 1,835.36 | 1,890.42 | 1,947.13 | 2,005.54 | 2,065.71 | 2,127.68 | 2,191.51 | 2,257.26 |
| AH | General Premises | 2,040.00 | 2,101.20 | 2,164.24 | 2,229.16 | 2,296.04 | 2,364.92 | 2,435.87 | 2,508.94 | 2,584.21 | 2,661.74 |
| AM | Council Tax | 1,560.00 | 1,606.80 | 1,655.00 | 1,704.65 | 1,755.79 | 1,808.47 | 1,862.72 | 1,918.60 | 1,976.16 | 2,035.45 |
| AT | Security Measures | 8,360.00 | 8,610.80 | 8,869.12 | 9,135.20 | 9,409.25 | 9,691.53 | 9,982.28 | 10,281.75 | 10,590.20 | 10,907.90 |
| AV | Maintenance Contracts | 1,560.00 | 1,606.80 | 1,655.00 | 1,704.65 | 1,755.79 | 1,808.47 | 1,862.72 | 1,918.60 | 1,976.16 | 2,035.45 |
| AY | Cleaning Contract | 4,080.00 | 4,202.40 | 4,328.47 | 4,458.33 | 4,592.08 | 4,729.84 | 4,871.73 | 5,017.89 | 5,168.42 | 5,323.47 |
| BE | Direct Gas Charges | 2,140.00 | 2,204.20 | 2,270.33 | 2,338.44 | 2,408.59 | 2,480.85 | 2,555.27 | 2,631.93 | 2,710.89 | 2,792.21 |
| BF | Direct Electricity Charges | 6,120.00 | 6,303.60 | 6,492.71 | 6,687.49 | 6,888.11 | 7,094.76 | 7,307.60 | 7,526.83 | 7,752.63 | 7,985.21 |
| BH | Water Charges | 2,290.00 | 2,358.70 | 2,429.46 | 2,502.34 | 2,577.42 | 2,654.74 | 2,734.38 | 2,816.41 | 2,900.90 | 2,987.93 |
| Totals - | Premises | 63,340.00 | 65,240.20 | 67,197.41 | 69,213.33 | 71,289.73 | 73,428.42 | 75,631.27 | 77,900.21 | 80,237.22 | 82,644.33 |
| | Transport [3] | | | | | | | | | | |
| GA | Transport | 1,020.00 | 1,050.60 | 1,082.12 | 1,114.58 | 1,148.02 | 1,182.46 | 1,217.93 | 1,254.47 | 1,292.11 | 1,330.87 |
| GC | Maintenance and Repair of Vehicles | 7,750.00 | 7,982.50 | 8,221.98 | 8,468.63 | 8,722.69 | 8,984.37 | 9,253.91 | 9,531.52 | 9,817.47 | 10,111.99 |
| GE | Running Expenses Of Vehicles | 3,140.00 | 3,234.20 | 3,331.23 | 3,431.16 | 3,534.10 | 3,640.12 | 3,749.32 | 3,861.80 | 3,977.66 | 4,096.99 |
| GF | Staff Travel Costs – Direct | 720.00 | 741.60 | 763.85 | 786.76 | 810.37 | 834.68 | 859.72 | 885.51 | 912.07 | 939.44 |
| GM | Fuel For Vehicles | 6,120.00 | 6,303.60 | 6,492.71 | 6,687.49 | 6,888.11 | 7,094.76 | 7,307.60 | 7,526.83 | 7,752.63 | 7,985.21 |
| GR | Tyres | 520.00 | 535.60 | 551.67 | 568.22 | 585.26 | 602.82 | 620.91 | 639.53 | 658.72 | 678.48 |
| GX | Subsistence – CIPFA Group 3 Only | 860.00 | 885.80 | 912.37 | 939.75 | 967.94 | 996.98 | 1,026.88 | 1,057.69 | 1,089.42 | 1,122.10 |
| Totals - | Transport | 20,130.00 | 20,733.90 | 21,355.92 | 21,996.59 | 22,656.49 | 23,336.19 | 24,036.27 | 24,757.36 | 25,500.08 | 26,265.08 |

**ASHTON COURT ESTATE
STRATEGIC MANAGEMENT PLAN
SECTION FOUR – HOW ARE WE GOING TO GET THERE?**

| | | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/2018 |
|-----------------|---|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| | Supplies And Services [4] | | | | | | | | | | |
| CB | Printing, Stationery and General Office Expenses | 2,120.00 | 2,183.60 | 2,249.11 | 2,316.58 | 2,386.08 | 2,457.66 | 2,531.39 | 2,607.33 | 2,685.55 | 2,766.12 |
| CD | Postage | 170.00 | 175.10 | 180.35 | 185.76 | 191.34 | 197.08 | 202.99 | 209.08 | 215.35 | 221.81 |
| CE | Comp Telephone Charges | 4,080.00 | 4,202.40 | 4,328.47 | 4,458.33 | 4,592.08 | 4,729.84 | 4,871.73 | 5,017.89 | 5,168.42 | 5,323.47 |
| CM | Marketing | 2,580.00 | 2,657.40 | 2,737.12 | 2,819.24 | 2,903.81 | 2,990.93 | 3,080.65 | 3,173.07 | 3,268.27 | 3,366.31 |
| CN | Computer Hardware | 2,040.00 | 2,101.20 | 2,164.24 | 2,229.16 | 2,296.04 | 2,364.92 | 2,435.87 | 2,508.94 | 2,584.21 | 2,661.74 |
| CU | Stock / Resale Purchase | 1,040.00 | 1,071.20 | 1,103.34 | 1,136.44 | 1,170.53 | 1,205.65 | 1,241.81 | 1,279.07 | 1,317.44 | 1,356.96 |
| CW | General Equipment Maintenance and Hire | 12,240.00 | 12,607.20 | 12,985.42 | 13,374.98 | 13,776.23 | 14,189.51 | 14,615.20 | 15,053.66 | 15,505.27 | 15,970.42 |
| DA | Books, Publications and Journals | 90.00 | 92.70 | 95.48 | 98.35 | 101.30 | 104.33 | 107.46 | 110.69 | 114.01 | 117.43 |
| DD | Clothing & Uniforms - Staff | 2,040.00 | 2,101.20 | 2,164.24 | 2,229.16 | 2,296.04 | 2,364.92 | 2,435.87 | 2,508.94 | 2,584.21 | 2,661.74 |
| DT | Miscellaneous Expenses | 520.00 | 535.60 | 551.67 | 568.22 | 585.26 | 602.82 | 620.91 | 639.53 | 658.72 | 678.48 |
| EJ | Events | 6,120.00 | 6,303.60 | 6,492.71 | 6,687.49 | 6,888.11 | 7,094.76 | 7,307.60 | 7,526.83 | 7,752.63 | 7,985.21 |
| Totals - | Supplies And Services | 33,040.00 | 34,031.20 | 35,052.14 | 36,103.70 | 37,186.81 | 38,302.42 | 39,451.49 | 40,635.03 | 41,854.08 | 43,109.71 |
| | | | | | | | | | | | |

**ASHTON COURT ESTATE
STRATEGIC MANAGEMENT PLAN
SECTION FOUR – HOW ARE WE GOING TO GET THERE?**

| | Third Party Payments [5] | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/2018 |
|-----------------|--|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|-------------------|
| PR | Paths – Scheduled Works | 17,340 | 17,340.00 | 17,860.20 | 18,396.01 | 18,947.89 | 19,516.32 | 20,101.81 | 20,704.87 | 21,326.01 | 21,965.79 |
| PR | Woodlands – Scheduled Works | 7,140 | 7,140.00 | 7,354.20 | 7,574.83 | 7,802.07 | 8,036.13 | 8,277.22 | 8,525.53 | 8,781.30 | 9,044.74 |
| PR | HLF Works – Scheduled Works | 40,800 | 40,800.00 | 42,024.00 | 43,284.72 | 44,583.26 | 45,920.76 | 47,298.38 | 48,717.33 | 50,178.85 | 51,684.22 |
| PR | Scheduled Works | 40,800 | 40,800.00 | 42,024.00 | 43,284.72 | 44,583.26 | 45,920.76 | 47,298.38 | 48,717.33 | 50,178.85 | 51,684.22 |
| PR | Bedding – Scheduled Works | 6,120 | 6,120.00 | 6,303.60 | 6,492.71 | 6,687.49 | 6,888.11 | 7,094.76 | 7,307.60 | 7,526.83 | 7,752.63 |
| PR | Parks Land Trees – Scheduled Works | 6,200 | 6,200.00 | 6,386.00 | 6,577.58 | 6,774.91 | 6,978.15 | 7,187.50 | 7,403.12 | 7,625.22 | 7,853.97 |
| PT | Fly Tipping – Response Maintenance (Contractors only) | 1,020 | 1,020.00 | 1,050.60 | 1,082.12 | 1,114.58 | 1,148.02 | 1,182.46 | 1,217.93 | 1,254.47 | 1,292.11 |
| PT | Other Structures and Features – Response Maintenance (Contractors Only) | 5,100 | 5,100.00 | 5,253.00 | 5,410.59 | 5,572.91 | 5,740.09 | 5,912.30 | 6,089.67 | 6,272.36 | 6,460.53 |
| PT | Response Maintenance (Contractors Only) | 1,020 | 1,020.00 | 1,050.60 | 1,082.12 | 1,114.58 | 1,148.02 | 1,182.46 | 1,217.93 | 1,254.47 | 1,292.11 |
| Totals - | Third Party Payments | 125,540 | 125,540.00 | 129,306.20 | 133,185.39 | 137,180.95 | 141,296.38 | 145,535.27 | 149,901.33 | 154,398.37 | 159,030.32 |
| | | | | | | | | | | | |
| | Capital Finance [8] | | | | | | | | | | |
| KO | Lettings | (1,830.00) | (1,884.90) | (1,941.45) | (1,999.69) | (2,059.68) | (2,121.47) | (2,185.12) | (2,250.67) | (2,318.19) | (2,387.73) |
| Totals - | Capital Finance | (1,830.00) | (1,884.90) | (1,941.45) | (1,999.69) | (2,059.68) | (2,121.47) | (2,185.12) | (2,250.67) | (2,318.19) | (2,387.73) |

**ASHTON COURT ESTATE
STRATEGIC MANAGEMENT PLAN
SECTION FOUR – HOW ARE WE GOING TO GET THERE?**

| | | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/2018 |
|-----------------|---|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|---------------------|
| | Income [9] | | | | | | | | | | |
| KB | Sale Of Services | (1,230.00) | (1,266.90) | (1,304.91) | (1,344.05) | (1,384.38) | (1,425.91) | (1,468.68) | (1,512.74) | (1,558.13) | (1,604.87) |
| KE | Grants From Other Sources | (11,220.00) | (11,556.60) | (11,903.30) | (12,260.40) | (12,628.21) | (13,007.06) | (13,397.27) | (13,799.18) | (14,213.16) | (14,639.56) |
| KH | Catering/Confectionery Sales | (16,320.00) | (16,809.60) | (17,313.89) | (17,833.30) | (18,368.30) | (18,919.35) | (19,486.93) | (20,071.54) | (20,673.69) | (21,293.90) |
| KT | Casuals Bookings | (41,620.00) | (42,868.60) | (44,154.66) | (45,479.30) | (46,843.68) | (48,248.99) | (49,696.46) | (51,187.35) | (52,722.97) | (54,304.66) |
| KZ | Forest of Avon – Contribution from Other Local Authorities | (2,000.00) | (2,060.00) | (2,121.80) | (2,185.45) | (2,251.02) | (2,318.55) | (2,388.10) | (2,459.75) | (2,533.54) | (2,609.55) |
| LG | Events | (32,640.00) | (33,619.20) | (34,627.78) | (35,666.61) | (36,736.61) | (37,838.71) | (38,973.87) | (40,143.08) | (41,347.38) | (42,587.80) |
| MA | Other Income Vatable | (3,120.00) | (3,213.60) | (3,310.01) | (3,409.31) | (3,511.59) | (3,616.94) | (3,725.44) | (3,837.21) | (3,952.32) | (4,070.89) |
| MB | General Rents | (29,620.00) | (30,508.60) | (31,423.86) | (32,366.57) | (33,337.57) | (34,337.70) | (35,367.83) | (36,428.86) | (37,521.73) | (38,647.38) |
| ME | Concessions | (20,570.00) | (21,187.10) | (21,822.71) | (22,477.39) | (23,151.72) | (23,846.27) | (24,561.66) | (25,298.51) | (26,057.46) | (26,839.18) |
| MG | Balloon Permits | (6,130.00) | (6,313.90) | (6,503.32) | (6,698.42) | (6,899.37) | (7,106.35) | (7,319.54) | (7,539.13) | (7,765.30) | (7,998.26) |
| Totals - | Income | (164,470.00) | (169,404.10) | (174,486.22) | (179,720.81) | (185,112.43) | (190,665.81) | (196,385.78) | (202,277.35) | (208,345.68) | (214,596.05) |
| | Totals | | | | | | | | | | |
| | Employees | 311,430.00 | 320,772.90 | 330,396.09 | 340,307.97 | 350,517.21 | 361,032.72 | 371,863.71 | 383,019.62 | 394,510.21 | 406,345.51 |
| | Premises | 63,340.00 | 65,240.20 | 67,197.41 | 69,213.33 | 71,289.73 | 73,428.42 | 75,631.27 | 77,900.21 | 80,237.22 | 82,644.33 |
| | Transport | 20,130.00 | 20,733.90 | 21,355.92 | 21,996.59 | 22,656.49 | 23,336.19 | 24,036.27 | 24,757.36 | 25,500.08 | 26,265.08 |
| | Supplies And Services | 33,040.00 | 34,031.20 | 35,052.14 | 36,103.70 | 37,186.81 | 38,302.42 | 39,451.49 | 40,635.03 | 41,854.08 | 43,109.71 |
| | Third Party Payments | 125,540.00 | 129,306.20 | 133,185.39 | 137,180.95 | 141,296.38 | 145,535.27 | 149,901.33 | 154,398.37 | 159,030.32 | 163,801.23 |
| | Capital Finance | (1,830.00) | (1,884.90) | (1,941.45) | (1,999.69) | (2,059.68) | (2,121.47) | (2,185.12) | (2,250.67) | (2,318.19) | (2,387.73) |
| | Income | (164,470.00) | (169,404.10) | (174,486.22) | (179,720.81) | (185,112.43) | (190,665.81) | (196,385.78) | (202,277.35) | (208,345.68) | (214,596.05) |
| | Grand Totals | 387,180.00 | 398,795.40 | 410,759.26 | 423,082.04 | 435,774.50 | 448,847.74 | 462,313.17 | 476,182.56 | 490,468.04 | 505,182.08 |

**ASHTON COURT ESTATE
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SECTION FOUR – HOW ARE WE GOING TO GET THERE?**

Table 14: Mansion Budget

| Account Code | Description | LTK | LTK | LTK | LTK | LTK | LTK | LTK | LTK | LTK | LTK |
|---------------|-----------------------------------|-----------------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|---------------|------------|
| | | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/2018 |
| | | Planned Annual Budget | Predicted | | | | | | | | |
| Annual Budget | Annual Budget | | Annual Budget | Annual Budget | Annual Budget | Annual Budget | Annual Budget | Annual Budget | Annual Budget | Annual Budget | |
| | Premises [2] | | | | | | | | | | |
| AB | Rates inc. N.N.D.R | 65,540.00 | 67,506.20 | 69,531.39 | 71,617.33 | 73,765.85 | 75,978.82 | 78,258.19 | 80,605.93 | 83,024.11 | 85,514.83 |
| AC | Water and Sewerage Charges | 12,240.00 | 12,607.20 | 12,985.42 | 13,374.98 | 13,776.23 | 14,189.51 | 14,615.20 | 15,053.66 | 15,505.27 | 15,970.42 |
| AE | Planned Maintenance | 45,900.00 | 47,277.00 | 48,695.31 | 50,156.17 | 51,660.85 | 53,210.68 | 54,807.00 | 56,451.21 | 58,144.75 | 59,889.09 |
| AH | General Premises | 2,040.00 | 2,101.20 | 2,164.24 | 2,229.16 | 2,296.04 | 2,364.92 | 2,435.87 | 2,508.94 | 2,584.21 | 2,661.74 |
| AM | Council Tax | 940.00 | 968.20 | 997.25 | 1,027.16 | 1,057.98 | 1,089.72 | 1,122.41 | 1,156.08 | 1,190.76 | 1,226.49 |
| AT | Security Measures | 510.00 | 525.30 | 541.06 | 557.29 | 574.01 | 591.23 | 608.97 | 627.24 | 646.05 | 665.43 |
| BE | Direct Gas Charges | 11,860.00 | 12,215.80 | 12,582.27 | 12,959.74 | 13,348.53 | 13,748.99 | 14,161.46 | 14,586.30 | 15,023.89 | 15,474.61 |
| BF | Direct Electricity Charges | 31,620.00 | 32,568.60 | 33,545.66 | 34,552.03 | 35,588.59 | 36,656.25 | 37,755.93 | 38,888.61 | 40,055.27 | 41,256.93 |
| BH | Water Charges | 14,280.00 | 14,708.40 | 15,149.65 | 15,604.14 | 16,072.27 | 16,554.43 | 17,051.07 | 17,562.60 | 18,089.48 | 18,632.16 |
| Totals - | Premises | 184,930.00 | 190,477.90 | 196,192.24 | 202,078.00 | 208,140.34 | 214,384.55 | 220,816.09 | 227,440.57 | 234,263.79 | 241,291.70 |
| | Supplies & Services [4] | | | | | | | | | | |
| CE | Comp Telephone Charges | 60.00 | 61.80 | 63.65 | 65.56 | 67.53 | 69.56 | 71.64 | 73.79 | 76.01 | 78.29 |
| Totals- | Supplies & Services | 60.00 | 61.80 | 63.65 | 65.56 | 67.53 | 69.56 | 71.64 | 73.79 | 76.01 | 78.29 |

**ASHTON COURT ESTATE
STRATEGIC MANAGEMENT PLAN
SECTION FOUR – HOW ARE WE GOING TO GET THERE?**

| | | 2008/09 | 2009/10 | 2010/11 | 2011/12 | 2012/13 | 2013/14 | 2014/15 | 2015/16 | 2016/17 | 2017/2018 |
|-----------|---|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| | Third Party Payments [5] | | | | | | | | | | |
| PT | Response Maintenance (Contractors Only) | 3,060.00 | 3,151.80 | 3,246.35 | 3,343.74 | 3,444.06 | 3,547.38 | 3,653.80 | 3,763.41 | 3,876.32 | 3,992.61 |
| Totals - | Third Party Payments | 3,060.00 | 3,151.80 | 3,246.35 | 3,343.74 | 3,444.06 | 3,547.38 | 3,653.80 | 3,763.41 | 3,876.32 | 3,992.61 |
| | Support Services [7] | | | | | | | | | | |
| HS | Reallocated From Holding A/C (CENT) – Non Cont | 16,300.00 | 16,789.00 | 17,292.67 | 17,811.45 | 18,345.79 | 18,896.17 | 19,463.05 | 20,046.94 | 20,648.35 | 21,267.80 |
| Totals - | Support Services [7] | 16,300.00 | 16,789.00 | 17,292.67 | 17,811.45 | 18,345.79 | 18,896.17 | 19,463.05 | 20,046.94 | 20,648.35 | 21,267.80 |
| | Income [9] | | | | | | | | | | |
| K3 | Sodexo Income – Recoveries – General | (42,840.00) | (44,125.20) | (45,448.96) | (46,812.42) | (48,216.80) | (49,663.30) | (51,153.20) | (52,687.80) | (54,268.43) | (55,896.48) |
| KX | Sodexo Income – Contract Sum | (158,100.00) | (162,843.00) | (167,728.29) | (172,760.14) | (177,942.94) | (183,281.23) | (188,779.67) | (194,443.06) | (200,276.35) | (206,284.64) |
| Totals - | Income | (200,940.00) | (206,968.20) | (213,177.25) | (219,572.56) | (226,159.74) | (232,944.53) | (239,932.87) | (247,130.85) | (254,544.78) | (262,181.12) |
| | Totals | | | | | | | | | | |
| | Premises | 184,930.00 | 190,477.90 | 196,192.24 | 202,078.00 | 208,140.34 | 214,384.55 | 220,816.09 | 227,440.57 | 234,263.79 | 241,291.70 |
| | Supplies and Services | 60.00 | 61.80 | 63.65 | 65.56 | 67.53 | 69.56 | 71.64 | 73.79 | 76.01 | 78.29 |
| | Third Party Payments | 3,060.00 | 3,151.80 | 3,246.35 | 3,343.74 | 3,444.06 | 3,547.38 | 3,653.80 | 3,763.41 | 3,876.32 | 3,992.61 |
| | Support Services | 16,300.00 | 16,789.00 | 17,292.67 | 17,811.45 | 18,345.79 | 18,896.17 | 19,463.05 | 20,046.94 | 20,648.35 | 21,267.80 |
| | Income | (200,940.00) | (206,968.20) | (213,177.25) | (219,572.56) | (226,159.74) | (232,944.53) | (239,932.87) | (247,130.85) | (254,544.78) | (262,181.12) |
| | Grand Totals | 3,410.00 | 3,512.30 | 3,617.67 | 3,726.20 | 3,837.99 | 3,953.12 | 4,071.72 | 4,193.87 | 4,319.69 | 4,449.28 |

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25.3 Potential Capital Costs

25.3.1 During the restoration process a number of items from the HLF bid were either omitted from the Heritage Lottery Fund agreement or remain undischarged. The table below summarise the work, which has not been carried out to date. The estimated cost is based on the cost outlined in the 2002 Ashton Court Estate Application to HLF for Stage 2 Grant Approval. Where new funding opportunities are presented or if the Council has capital finance available, this estimates and summary of works should be used to inform the bidding processes. It should be noted that these cost estimates have been increased at a rate of 3% per annum. The figures quoted in this management plan are for guidance only. Before making a decision to embark on any works it is recommended that a detailed estimate of work is produced and formal tenders sought from appropriate companies.

Table 16: Work Omitted from Restoration Project with HLF Agreement

| Outstanding Work | Summary of Work | Estimated Cost Spring 2002 | Estimated Cost Spring 2009 |
|--|--|----------------------------|----------------------------|
| Work Omitted With HLF agreement | | | |
| Clifton Lodge Car Park | Creation of a new car park at the Clifton Lodge entrance to offer parking facilities for Golfers and Visitors to the Estate. | £149,534 | £183,908 |
| Clifton Lodge Entrance | Creation of a new vehicular access route through Clifton Lodge Entrance. | £25,927 | £31,8867 |
| Clifton Lodge Public Toilets | Building, installing and fitting a public toilet facility at Clifton Lodge. | £156,620 | £192,623 |

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25.3.2 The Ashton Court Estate HLF Project Board Meeting on 17th September 2008 discussed project which were partially completed or had not been discharged. The cost estimates contained in the table below are based on those quoted in that meeting, with a 3% increase for inflation.

Table 17: Partially Completed Restoration work

| Outstanding Work | Summary of Work | Estimated Cost Autumn 2008 ¹ | Estimated Cost Spring 2009 |
|---|--|---|----------------------------|
| Partially Completed | | | |
| Training | Training of staff required to run and maintain new and restored facilities. | £77,000 | £79,310 |
| Internal Transport System | Creation of an internal transport system for the Estate based on 3 carriages pulled by dual use vehicles. Cost quoted does not factor in running and training costs. | £192,000 | £197,760 |
| Keeper's Cottage Paddock Walls | The complete stabilisation of the perimeter walls of Two Acre Paddock. | £71,000 | £73,130 |
| Clifton Lodge | Repair and Refurbishment of Clifton Lodge. | £100,000 | £103,000 |
| Stable Yard Paving | Paving works to create an improved surface more suitable for disabled users. | £30,000 | £30,900 |
| Footpath Improvements (Red Deer Park Section) | Resurfacing, regarding and drainage works to the Lambing Pen Field Track. | £25,000 | £25,720 |
| Church Lodge Section of Driveway Restoration | Restoration works to the Church Lodge section of the driveway. | £25,000 | £25,720 |
| Showground Drainage | Improve drainage to better sustain the amount of traffic and pedestrians in the space during events. | £25,000 | £25,720 |

¹ Autumn 2008 Cost Estimates Taken from the minutes of the Ashton Court Estate HLF Project Board Meeting, 17th September 2008

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26.0 HORTICULTURAL AND CLEANSING MAINTENANCE

26.1 Horticultural policies, cleansing and maintenance will be conducted within the following framework. The table below provides a summary of specification for the Estate which can be cross-referenced with the main compartment references. (Please refer to drawing numbers M08.109.06 to M08.109.42).

Table 18: Grounds Maintenance

| ITEM | SUMMARY OF SPECIFICATION | VENUE/LOCATION |
|--------------------------------|---|--|
| Litter Bins (golf course only) | <ul style="list-style-type: none"> Litter bins shall be emptied no less frequently than three times weekly during April to October and twice weekly from November to March. Additional clearance may be required during periods of high usage to ensure bin does not exceed three quarters of its capacity. Plastic disposable bin liner inserted after emptying. Surrounding ground area shall be maintained in a litter free condition. | Golf course and pavilion. Compartments 34,35 & 37. |
| Rough Grass Maintenance | <ul style="list-style-type: none"> 1 rough cut during August/September to a minimum of 150mm on a three year rotation. Existing tree stumps to be stump ground prior to cut to allow for improved definition between vegetation types. No arisings to be collected. Preferred mower would be a flail mower. All machinery shall be size and type appropriate to the size of the area being mown. Litter, debris and larger accumulated items shall be collected prior to mowing Grass cuttings which fall onto hard surfaces shall be removed within one hour of cutting. | Year 1- compartments 12,18a/18c,19 & 16. Year 2- compartments 12,17,19 & 23. Year 3- compartments 12,13 & 19 |

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| ITEM | SUMMARY OF SPECIFICATION | VENUE/LOCATION |
|---------------------|---|------------------------------------|
| Amenity turf | <ul style="list-style-type: none"> • A minimum of 11 cuts per year with sward height maintained at a minimum level of 30mm. • Arisings to be collected. • Grass maintained at minimum height of 30mm around obstacles. • Preferred mower would be a cylinder mower. All machinery shall be size and type appropriate to the size of the area being mown. • Litter, debris and larger accumulated items shall be collected prior to mowing. • Leaf collection when necessary during (October to December inclusive) or when health of the sward maybe affected. • Grass cuttings which fall into planting beds and hard surfaces shall be removed within one hour of cutting. | Compartment 13 (Mansion and Lawns) |
| Medium amenity turf | <ul style="list-style-type: none"> • A minimum of 6 cuts per year with sward height maintained at a minimum level of 75mm. • No arisings to be collected. • Preferred mower would be a gang rotary/flail mower. All machinery shall be size and type appropriate to the size of the area being mown. • Litter, debris and larger accumulated items shall be collected prior to mowing. | Compartment 15,16 &19. |
| Conservation cut | <ul style="list-style-type: none"> • Conservation maintenance as Countryside Stewardship Agreement. • 1 cut per year with sward height maintained at a minimum level of 75mm. • Meadow to be mown between 15th July and 31st July. • Sward shall be cut, dried for 24 hours, turned and then removed without scalping the ground surface. • Prior to mowing all litter, debris and larger accumulated items shall be removed. | Compartments 27 & 29. |

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| ITEM | SUMMARY OF SPECIFICATION | VENUE/LOCATION |
|------------------------------|---|------------------|
| Dog Faeces Bin | <ul style="list-style-type: none"> • Bins shall be emptied no less frequently than three times weekly during April to October and twice weekly from November to March. Additional clearance may be required during periods of high usage to ensure bin does not exceed three quarters of its capacity. • Bins should be washed down and disinfected on a quarterly basis. • Plastic disposable bin liner inserted after emptying. • Surrounding ground area shall be maintained in a litter free condition. | All compartments |
| Seats/ picnic benches | <ul style="list-style-type: none"> • During February to May seats shall be cleaned to remove all extraneous material. • Wood to be stained and painted accordingly. • Surrounding ground area shall be maintained in a debris/weed free condition. | All compartments |
| Formal Pond | <ul style="list-style-type: none"> • Ponds shall be maintained free of litter, aquatic weed, algae, leaves and larger accumulated items etc to ensure minimum 80% of clear water. • Extraneous vegetation shall be removed between October and January and left at the side of the pond for 24 hours to allow wildlife to return to the pond. • Optimum water levels shall be maintained. • Pest or disease infestations shall be reported immediately. | Compartment 13 |
| Informal Ponds/ cart dips | <ul style="list-style-type: none"> • Ponds shall be maintained free of litter, aquatic weed, algae and heavy leaf deposits, larger accumulated items and discarded fishing tackle etc to ensure minimum 50% of clear water. • Extraneous vegetation shall be removed by mechanical methods only between October and January and left at the side of the pond for 24 hours to allow wildlife to return to the pond. | All compartments |

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| ITEM | SUMMARY OF SPECIFICATION | VENUE/LOCATION |
|-----------------------|---|----------------|
| | <ul style="list-style-type: none"> • Pest or disease infestations shall be reported immediately and pollution contained. • Retaining structures should be inspected and repaired accordingly. | |
| Shrubs (annual prune) | <ul style="list-style-type: none"> • Shrubs beds cultivated and pruned to specified RHS standards (i.e. kept in good health, optimum shape and balance, natural habit and best decorative effect for the specific species) and to prevent them causing a nuisance (i.e. prevented from encroaching on paths and sight lines). • Winter pruning programme (November to March inclusive) submitted before 31st October and Spring/Summer pruning programme submitted before 31st January. • Shrubs beds maintained free of weeds throughout the year by regular hand weeding. • Shrub beds shall be maintained free of litter, refuse and larger accumulated items at all times. | Compartment 13 |
| Roses | <p>Each year the following programme shall be instigated.</p> <ul style="list-style-type: none"> • Jan/Feb – Remove remaining leaves off plant. Prune roses and remove all trimmings from ground. Weed beds by hand and lightly dig over soil. • Mar – Mulch beds with approved compost. Spray with approved fungicide when first leaves appear. Weed and edge beds by hand. • Apr – Apply first application of approved rose fertiliser. Spray with fungicide fortnightly. • May- Continue spraying regime, weed and edge beds fortnightly. • Jun – Apply second application of fertiliser and continue to spray. Commence dead head removal on repeat flowering varieties. Hand weed and edge fortnightly. | Compartment 13 |

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| ITEM | SUMMARY OF SPECIFICATION | VENUE/LOCATION |
|--------------------|--|----------------|
| | <ul style="list-style-type: none"> • Jul/Aug – Continue with fortnightly spraying. Dead head when necessary. Edge and weed beds. • Sept- Repeat as per July and August. • Oct – Cut back any long stems back by half. Continue weeding, edging up and deadhead. • Nov – Continue deadheading and remove all fallen leaves from beds. • Dec – Repeat as per November. | |
| Annual bedding | <ul style="list-style-type: none"> • Prepare beds for spring and summer bedding. • Hand weed to ensure continuous weed free bed. • Water and feed depending on localised conditions. • Half moon/ edge beds weekly. • Dead head daily during growing season. | Compartment 13 |
| Herbaceous borders | <ul style="list-style-type: none"> • Borders to be cultivated and pruned to specified RHS standards (i.e. kept in good health, optimum shape and balance, natural habit and best decorative effect for the specific species) and to prevent them causing a nuisance (i.e. prevented from encroaching on paths and sight lines). • Support and label specimens with canes and ties each April. • Pinch out tips of Asters etc in May to encourage bushy growth. • Hand weed beds weekly between March and October. • Dead head all faded flowers in August. • Edge to path and stone retaining features. • Apply slow release fertiliser spring each year. • Prune and cut back shrubs each Nov/ Dec. • Avoid chemical pest control, select and remove contaminated plants by hand. • Every third year lift and divide plant specimens. | Compartment 13 |

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| ITEM | SUMMARY OF SPECIFICATION | VENUE/LOCATION |
|---------|---|----------------|
| Toilets | <ul style="list-style-type: none"> • Inspect and clean toilets daily prior to opening of Estate to public. • Report faults or vandalism to supervisor. • Restock/empty sanitary appliances. • Remove graffiti as necessary following inspection. • Used approved/ COSHH certified cleaning chemicals and appropriate PPE. • Undertake deep clean once per month by hand. <p>Note: Light bulbs, sanitary bins and hand driers serviced by external contractor.</p> | Stable yard |

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27.0 LANDSCAPE, HABITAT AND VISTA MANAGEMENT

27.1 The accompanying drawings, numbers M08.109.06 to M08.109.42, provide details for the management of each compartment within the Estate. Each drawing defines:

- The location of the compartment relative to the Estate;
- A summary description of the compartment;
- Management objectives to retain views / vistas and key landscape features;
- Survey prescriptions to ensure continuity of management.
- Information of prevailing habitat types;

27.2 Within the scope of this management plan it has not been possible to map and digitise all the features associated with each compartment. A full topographical survey of the Estate has recently been conducted (December 2008) and it is anticipated that results of this survey will be captured using a Geographic Information System (GIS). This will enable spatial information such as the location of bins, signs and fences to be incorporated into the compartment plans.

28.0 ASSET MANAGEMENT

28.1 A key objective within the Ashton Court Strategic Management Plan will be the formulation of maintenance and resource planning for infrastructure and the built environment. Buildings and structures will be managed within the framework outlined in table 19 below. This information will be completed in further detailed upon the completion of a detailed assessment proposed within the subsequent action plan (see section 30.0).

28.2 In the interim period it should be assumed that there is a dual responsibility for each asset between the Estate Manager and the Council's Property and Valuation Services.

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Table 19: Asset Management

| Building | Date | Listed Building Status | Description | Condition | Operational responsibility | Issues | Prescription |
|---|--------------------------|------------------------|---|--|--|--|---|
| Ashton Court Estate - Buildings and Structures | | | | | | | |
| Mansion | | | | | | | |
| Ashton Court Mansion | 15 th Century | I | The Mansion is undoubtedly the focal point of the Estate. Work on the house began the 15 th Century and it was developed over the time by the Smyth Family who took ownership in 1545. This long period of redevelopment has led to distinct styles with the older 17 th Century wing to the east and 19 th Century wing to the west. Having been restored during the HLF project the Mansion now provides conference and event facilities for hire as well as holding the offices of the site team. The visitor centre and Stable's Bistro are also located within the Mansion House. | Approximately one third is in a useable condition. The remainder is derelict and in need of restoration. | Ashton Court Estate Manager | <ul style="list-style-type: none"> – Management of public access to the Mansion. – Contract renewal. – Liaison with English Heritage because of listed status. – Possible introduction of a farm shop. – Does the current FM contract offer value for money? – No conservation plan for the building | <ul style="list-style-type: none"> – Within the re-tendering of the catering and hospitality contract in 2011, examine the options for improving public access to the restored sections and seek a commercial deal which will see more of the building restored in return for an appropriate length of contract. – Produce a conservation plan for the building. – Work with catering partners to create a farm shop. – Work with BCC property team to assess if FM contract provides best value. |
| Estate Lodges | | | | | | | |
| Clifton Lodge | 1864 | II | Constructed to commemorate the opening of the Clifton Suspension Bridge. Clifton Lodge is situated in north east of Ashton Court and forms a grand entrance to the Estate. The Lodge forms a central archway over the driveway into the Estate and is divided into two large apartments. | Constructed to commemorate the opening of the Clifton Suspension Bridge. Clifton Lodge is situated in north east of Ashton Court and forms a grand entrance to the Estate. The Lodge forms a central archway over the driveway into the Estate and is divided into two large apartments. | Property is divided into two separate dwellings. Is in good condition and HLF project has undertaken restoration of the most urgent stonework issues | Ashton Court Estate Manager | <ul style="list-style-type: none"> – One half is occupied by the estate deer keeper on a service tenancy however the other half is occupied by the wife of a former BCC employee. BCC has faced a right to buy challenge which was challenged legally. Succession of tenancy has passed from the husband to spouse but can not pass any further. – Although there are roof inspections, the frequency is not appropriate and there is no cyclical condition survey of the building. |
| Clarkencombe Lodge | 18 th Century | II | Clarkencombe Lodge is another of the Estate's entrances. The lodge forms a gated arch over a driveway into the Estate. The Lodge acts as an apartment and also contains a purpose built maternity roost for bats. | Clarkencombe Lodge is another of the Estate's entrances. The lodge forms a gated arch over a driveway into the Estate. The Lodge acts as an apartment and also contains a purpose built maternity roost for bats. The lodge was totally restored as part of the HLF project | The property was totally restored as part of the HLF project | Ashton Court Estate Manager | <ul style="list-style-type: none"> – The property is occupied under a service tenancy by the estate's head gardener. |

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| Building | Date | Listed Building Status | Description | Condition | Operational responsibility | Issues | Prescription |
|-------------------------|--------------------------|------------------------|--|--|------------------------------|--|--|
| Church Lodge | 19 th Century | II | Church Lodge was constructed in the 19 th Century over existing gates in the boundary wall. As with the other lodges it forms an entrance point to the Estate. This entrance is currently closed to visitors as a specific entrance point was put in as part of the construction of the Church Lodge Car Park. The Lodge is currently rented to a tenant. | The lodge is in a habitable condition although would benefit from refurbishment of electrical and heating systems | Ashton Court Estate Manager | – The property is occupied by the wife of a former BCC employee. Due to a historic lack of tenancy agreement, the property is vulnerable to a right to buy challenge from the existing occupant. | – Work with legal and housing to ensure we are not vulnerable to further right to buy challenges. – Work with property team to develop an effective system of cyclical maintenance and also establish a programme of condition inspections e.g. every five years. |
| Kennel Lodge | | | Kennel Lodge is a modest one floor lodge situated on Kennel Lodge Road which leads from the A369 into the Estate. | The lodge is in a habitable condition | Ashton Court Estate Manager | – The property is occupied by a former BCC groundsworker and his wife. Due to a historic lack of tenancy agreement, the property is vulnerable to a right to buy challenge from the existing occupant. | – Work with legal and housing to ensure we are not vulnerable to further right to buy challenge. – Work with property team to develop an effective system of cyclical maintenance and also establish a programme of condition inspections e.g. every five years. |
| Ashton Park Lodge | | II | Ashton Park Lodge was the entrance to the Estate following Repton's landscaping advice | The lodge is completely derelict and on the local Buildings at Risk Register | Ashton Park Secondary School | – The lodge sits within the education departments portfolio and a lack of strategy for its future use and lack of funding for its restoration is resulting in on-going decline. | – To raise the profile of this building and the need for its restoration with colleagues in the education department. |
| Estate Buildings | | | | | | | |
| Keeper's Cottage | | | Originally a large single dwelling, Keeper's Cottage has been converted into two separate three bedroom family homes. This restoration work was part of the HLF project | The property is in good condition following it's restoration | Ashton Court Estate Manager | – Property is let to Clifton College Services Ltd on a full repairing lease. They pay £25k per annum as a business who then sub let it to tenants | – Maintain existing management regime but include the property in the estate wide five yearly inspection once established. |
| Deer Larder | | | Deer Larder under went refurbishment as part of the HLF project to enable the estate to process venison on site and add value to the product. | The building is in good condition following it's restoration | Ashton Court Estate Manager | – The building is included within the mansion FM contract. | – Maintain existing management regime but include the property in the estate wide five yearly inspection once established. |
| Ice House | | | The Ice House is a small compact structure which was formerly used for food storage. It has been fenced off to prevent public access and now provides a bat hibernaculum's. | Entrance stonework was restored in 1999 and a metal gate fitted in 2006 to prevent public access which was disturbing hibernating bats | Ashton Court Estate Manager | – Build up of litter thrown through the gated entrance. | – Inspect monthly as part of the estate wide inspection regime and respond to any issues identified. |

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| Building | Date | Listed Building Status | Description | Condition | Operational responsibility | Issues | Prescription |
|----------------------------|------|------------------------|---|---|------------------------------|--|--|
| Visitor Facilities | | | | | | | |
| Stable Yard Visitor Centre | | | Located within what was the master's stable room, the visitors centre can be found on the ground floor of the Mansion. Entrance to the visitor centre is via the Stable Yard. | The building is in good condition following it's restoration | Ashton Court Estate Manager | <ul style="list-style-type: none"> Following the lottery project, the estate team need to consider how this facility is staffed and what functions it should deliver. | <ul style="list-style-type: none"> Review the strategic interpretation plan for the estate. Consider how we can incorporate a 'bat cam' from Clarkencombe Lodge. Recruit visitor centre assistants to provide 7 days a week cover. Create and deliver an annual programme of events to animate the space. Develop the full business potential of the space. |
| Coach House Café & Toilets | | | The former coach block has been converted to a Café for visitors to the site. The Stables Café has a modern glass frontage leading out to a covered area of the courtyard. Adjacent to the Café is a modest public toilet for visitors to the site. | The building is in good condition following it's restoration | Ashton Court Estate Manager | <ul style="list-style-type: none"> Maintaining standards. Cleaning. | <ul style="list-style-type: none"> Work with our catering contractors to ensure we continue to deliver a quality service. Redecorate the public toilets on a two year cycle to maintain quality of presentation. |
| Miniature Railway | | | Located in the north east of the Estate, the Ashton Court Railway is managed and maintained by the Bristol Society of Model and Experimental Engineers (BSMEE). The track is supported by a number of facilities including a carriage shed, station building, swinging beam and the necessary power generators. | The miniature railway site is leased to BSMEE and maintained by them | BSMEE | <ul style="list-style-type: none"> The lease is due for renewal within the next 3 years. | <ul style="list-style-type: none"> To work with the property team to renew the lease on similar terms and conditions for a further ten years. |
| Golf Course | | | Ashton Court Estate has two 18 hole par 3 golf courses, situated in the north east corner of the site. | The land is managed as a reasonable quality/accessibly priced pay as you play golf course | Clifton College Services Ltd | <ul style="list-style-type: none"> The future of the golf course currently forms part of a negotiation with the current operators in order to build a new pavilion. | <ul style="list-style-type: none"> Continue to monitor within the terms and conditions of the current lease pending the outcome of negotiations on the long term lease. |
| Golf Course Kiosk | | | The Golf Course Kiosk provides facilities for golfers and includes a ticket area and toilets. A proposed replacement building is currently being considered. | This building is in poor condition being a timber clad 1960's hut | Clifton College Services Ltd | <ul style="list-style-type: none"> This kiosk will be demolished as plans progress to deliver the new pavilion. | <ul style="list-style-type: none"> Continue to monitor within the terms and conditions of the current lease pending the outcome of negotiations on the long term lease. |

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| Building | Date | Listed Building Status | Description | Condition | Operational responsibility | Issues | Prescription |
|-----------------------------------|------|------------------------|--|--|--|---|---|
| Site Features | | | | | | | |
| Boundary Walls | | | The Boundary Walls of the Estate were constructed of local random stone walling with a distinctive firestone capping. The walls are generally around 3m in height. | Condition varies section to section. This is identified within the condition survey undertaken and part of the HLF project | Ashton Court Estate Manager | – Condition varies from newly restored to significant sections which still require full restoration. Funds do not currently exist to deliver what is a significant capital project. | – Undertake annual maintenance to prevent further decline of sections which will benefit from intervention. Cross reference any work to the condition survey and prioritisation schedule. |
| Ironwork | | | Horizontal bar estate fencing and gates within the Estate used to define grazing and deer park areas. | Generally in good condition, | Ashton Court Estate Manager | – Repainting required of some sections. | – Draft a programme of minor repair and repainting works required. |
| Ponds and Cart Dips | | | Across the site there are a number of pods and cart dips. | Condition varies from pond to pond | Ashton Court Estate Manager | – The restoration of ponds and cart dips was originally part of the lottery project but was removed. | – Gather any historic information and survey data for the ponds and cart dips. – Re-survey for wildlife and structural condition where gaps are identified. – Produce a programme of pond restoration and management which can be delivered within the existing revenue budget and seek funding where possible. |
| Access and Circulation | | | | | | | |
| Clifton Lodge Car Park and Access | | | Car park facilities for the golf course. | The drive way is in good condition. The car park is scheduled for re-laying within the redevelopment proposals | Ashton Court Estate Manager and Clifton College Services Ltd | – The longer term ambition is to pedestrianise the length of drive from Clifton Lodge along the Lime Avenue. – The redevelopment of the car park is dependant upon the redevelopment of the golf pavilion. | – Continue to monitor within the terms and conditions of the current lease pending the outcome of negotiations on the long term lease. – Maintain the drive within the estates hard surface management regime. |
| Kennel Lodge Entrance | | | Driveway leading from Kennel Lodge Road to the Mansion Car Park. | The drive is in good condition having been re-surfaced in 2008 | Ashton Court Estate Manager | – None. | – Maintain within the estates hard surface management regime. |
| Mansion Car Park | | | Car parking facilities for the Mansion, visitor centre, Mansion Gardens and wider estate. | New car park completed in summer 2008 | Ashton Court Estate Manager | – Although constructed to replace like for like the number of spaces that were available at the front of the mansion, this car park does run to capacity on sunny Sundays. | – Maintain within the estates hard surface management regime. – Monitor peak usage and consider what if any management controls need to be introduced should capacity be an issue. |
| Ashton Road Entrance | | | New entrance constructed as part of the restoration to provide access to the Church Lodge Car Park. | New entrance completed in autumn 2007 | Ashton Court Estate Manager | – None. | – Maintain within the estates hard surface management regime. |

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| Building | Date | Listed Building Status | Description | Condition | Operational responsibility | Issues | Prescription |
|------------------------|------|------------------------|--|--|--|---|---|
| Church Lodge Car Park | | | Car park for visitors to the Estate and events. | New car park completed in autumn 2007 | Ashton Court Estate Manager | – This car park runs below capacity even on days when the mansion car park reaches capacity. More effective signage from one to the other may be necessary. | – Within the estates signage project, examine the need to sign and promote this car park more effectively. |
| Model Railway Entrance | | | Gated entrance off the A369 to be used for the delivery of model railway engines. The access point is only to the public open during the opening hours of the miniature railway. | Metal palisade gates not in keeping with the estate. | Shared between BCC, golf operators and BSMEE | – This entrance is used on events, high days and holidays. By turning this into the principle entrance for the top of the estate, Clifton Lodge could be pedestrianised | – Work with Clifton College Services Ltd, BSMEE and the Cycling City team to develop a project to turn this into the estates principle entrance for the golf course etc |

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29.0 SECURITY AND RISK MANAGEMENT

29.1 The following section provides a summary risk assessment for the Estate. The Estate Manager will be responsible for monitoring and evaluating risk management on an annual basis.

Table 20: Summary Risk Assessment

| Strategic Management Plan Aim | Risk | Likelihood | Impact | Overall Risk | Risk Mitigation |
|---|---|------------|--------|--------------|---|
| To manage and protect the significant historic landscape; | The deterioration of the Estate through inappropriate landscape management (e.g. views and vistas). | Medium | High | High | <ul style="list-style-type: none"> – Ongoing reviews of methodologies, maintenance and performance. – Implementation of maintenance schemes. – Ongoing landscape evaluation. |
| To maintain pre and post Repton features that are appropriate within the landscape; | Removal/erosion of features and consequential degradation of the landscape character. | Medium | High | High | <ul style="list-style-type: none"> – Mapping of relevant resources. – Annual landscape evaluation. |
| To protect the archaeology and ecology of the Estate; | Damage to archaeological resources through inappropriate management and public damage. | Medium | High | Medium/High | <ul style="list-style-type: none"> – Sensitive path routing. – Ongoing review of current and potential archaeological assets. – Landscape maintenance. |
| To retain and enhance the diversity of landscape types across the Estate; | Landscapes being unmaintained leading to reduced diversity. | Medium | High | Medium/High | <ul style="list-style-type: none"> – Ongoing landscape evaluation. – Maintenance regimes specific to location to ensure ongoing diversity of landscapes/habitats. |

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| Strategic Management Plan Aim | Risk | Likelihood | Impact | Overall Risk | Risk Mitigation |
|--|---|------------|--------|-----------------|---|
| To increase the public appreciation and enjoyment of the Estate; | Reduction in the appeal of the Estate to the public. Increased antisocial behaviour. | Low | High | High | <ul style="list-style-type: none"> – Ongoing user surveys to gauge public opinion. – Implementation and continued evaluation of the security plan. – Detailed consultation undertaken in advance of new initiatives. |
| To address the needs of visitors, without compromising the inherent ecological and historic value of the Estate; | Inappropriate level of public information/facilities. | Medium | High | Medium/ High | <ul style="list-style-type: none"> – Monitoring of the historical and ecologically sensitive sites to ensure their sustainability. – Ensure information points are located at key places. |
| To actively work with stakeholders and support participation in the decision making process; | Loss of community support. | Low | Medium | Low | <ul style="list-style-type: none"> – Ensure sustained contact with partners, stakeholders and wider community. – Community member to be represented on forum. |
| To provide appropriate facilities, events and activities that promote and strengthen visitor enjoyment, whilst still respecting the importance of the asset; | Inappropriate schedule of events/facilities. | Medium | Medium | Medium | <ul style="list-style-type: none"> – Ongoing user surveys. – Events strategy/ plan. |
| To tackle anti-social behaviour and vandalism; | The behaviour of a small numbers of visitors jeopardising the enjoyment of the majority | Medium | Medium | Medium | <ul style="list-style-type: none"> – Implementation and continued evaluation of the security plan. |
| To maximise revenue generating activities which are complementary to the Estate; | Visitor numbers are insufficient to financially support activities. The Estate becomes focussed on financial gain and does not provide a public asset. | Low | Medium | Low | <ul style="list-style-type: none"> – Detailed consultation undertaken in relation to business plan. – Ongoing monitoring of the revenue generated. |

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| Strategic Management Plan Aim | Risk | Likelihood | Impact | Overall Risk | Risk Mitigation |
|--|---|------------|--------|--------------|--|
| To ensure that the Estate is sustainable socially, environmentally and economically; | Unsustainable approach risks the balance of core elements. | Medium | High | Medium | <ul style="list-style-type: none"> – Measuring the impact of visitor numbers, carrying capacity, car parking etc to ensure a balanced and sustainable approach. – Evaluation of performance framework and regular review of management plan. |
| To maintain its reputation as a viable tourist attraction in the South West; | Decline in visitor numbers and increased competition. | Low | Medium | Medium | <ul style="list-style-type: none"> – Strategic promotion and marketing of the Estate. – Visitor satisfaction monitoring. – Continued involvement with the Bristol Attractors Forum and Destination Bristol. |
| To ensure that Ashton Court Estate maintains its status as an national venue for events and festivals , whilst still respecting the importance of the asset; | Inappropriate schedule of events/facilities. Deterioration of infrastructure due to poor/unsuitable management/inadequate reinstatement. | Medium | High | Medium | <ul style="list-style-type: none"> – Ongoing reviews of methodologies, maintenance and performance. – Promotion of the site as an events venue. |
| To build on existing partnerships and create new partnerships for the betterment of the Estate. | Loss of support and or interest in the Estate. Competition from other sites. | Low | High | Medium | <ul style="list-style-type: none"> – Strategic development of new and existing partnerships with stakeholders. – Development of a "Friends of Group". |

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30.0 ACTION PLAN 2009 – 2010/11

Table 21: Action Plan

| Action Plan 2008/09 | | | | Year 1 |
|-------------------------------------|---|--|---|----------|
| Objective(s) | Description | Performance measure & estimated cost | Action and responsibility | Progress |
| HL01 & 03 RE01, 02 & 03 SUS07 | Implement and monitor success of landscape management prescriptions. | Annual. Revenue budget. Possible additional external income from grant aid. | Estate Manager, Natural Environment Team and Ranger Team. Ongoing. | |
| HL01 & 03 | Consult with, internal stakeholders, HLF and English Nature on proposed management plan | Amendments to final plan agreed by all stakeholders. Jan 09. | Estate Manager and Landscape Architect. | |
| HL08 | Prepare for Green Flag Award and Green Heritage Award and finalise applications. | Application completed and submitted by Feb 09. Revenue budget agreed. | Estate Manager. | |
| HL02 SUS 02 | Liaise and meet with Property and Valuation Services to determine scope of asset management plan and arrangements for developing detailed maintenance plan for built environment. | Meeting held Feb 09. Review completed by Jun 2009. Revenue Budget and maintenance costs agreed. | Estate Manager and Property Services Team. | |
| AR04 LS02 | Prepare strategy for species surveys. Undertake baseline habitat survey (in relation to SNCI 2005 survey) for species rich grassland. | Estate Manager to determine survey area. Survey completed and management aims refined by 07/09 Assume undertaken by volunteers. Contingency sum of £1.5k required to employ ecologist if required. | Estate Manager. 05/07-07/08. | |

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| Action Plan 2008/09 | | | | Year 1 |
|---------------------|--|--|--|----------|
| Objective(s) | Description | Performance measure & estimated cost | Action and responsibility | Progress |
| | | Possible implication for funding of fencing. | | |
| REV01 &03 | Prepare business plan using information from the item above, scope business plan and agree format and rationale with senior management team. Draft plan and determine future costs and resources required. | Plan drafted and consultation with colleagues completed by 04/09. Consider external consultancy support if funds available- £3.5K | Estate Manager and Senior Management Team. | |
| TOR01 & 02 MA01 | Scope and agree marketing plan content. | Plan out content of proposed marketing plan and agree actions with key personnel. 04/09. Consider external consultancy support if funds available- £3.5K | Estate Manager and Visitor Services Manager. | |
| VS01 & 06 AR06 | Agree and implement agreed interpretation and signage strategy prior to Green Flag Award judging. | Signs installed 05/09. | Visitor Services Team. | |
| MA01 &03 | Undertake site based visitor survey with visitors to the Estate. Collate information and feed into market plan. | Survey completed 06-07/09. | Visitor Services Team. | |
| HL08 | Review feedback from Green Flag Award and Green Heritage Award and consider impact to service. | Reviewed and discussed. Revenue budget. | Estate Manager and Senior Management Team. July 08. | |

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| Action Plan 2008/09 | | | | Year 1 |
|-----------------------|---|---|--|----------|
| Objective(s) | Description | Performance measure & estimated cost | Action and responsibility | Progress |
| PU01 MA05 ASB03 | Plan and agree event timetable for 2010/11. | Event programme completed 08/09. | Visitor Services Team. | |
| MA01 | Agree and publish marketing plan. | Marketing plan finalised. 08/09. | Estate Manager and Visitor Services Manager. | |
| VS01 SUS06 | Agree framework for site inspections and site based risk assessment. | Protocol agreed by staff members. Revenue budget. 08/09- ongoing. | Estate Manager and Ranger Team. | |
| ST01 | Set out agreed format of Forum. Invite participants to initial meeting/ open session. | Format agreed. | Estate Manager and Visitor Services Manager. | |
| HL07 | Establish protocol for assessing carrying capacity of the Estate. Implement monitoring procedures. | Methodology completed and staff aware of requirements. 09/09. | Estate Officer. | |
| HL06 | Bring together leases and licences information/details to supplement management plan documentation. | List developed and management plan amended. 12/09. | Estate Manager. | |

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| Action Plan 2008/09 | | | | Year 1 |
|---------------------|--|--|---------------------------|----------|
| Objective(s) | Description | Performance measure & estimated cost | Action and responsibility | Progress |
| HL08 | Revise management plan and update action plan in preparation for 2 nd Green Flag Award application. | Plan updated and GFA submitted Jan 10. | Estate Manager. | |

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| Action Plan 2010/11 | | | | Year 2 |
|---------------------|--|--|---|----------|
| Objective(s) | Description | Performance measure & estimated cost | Action and responsibility | Progress |
| VS04 | Determine arrangements for health and safety within the Estate e.g. veteran trees. Compile risk management portfolio and disseminate to personnel. | Provide training day/session for all staff and issue file to all relevant personnel. Revenue budget. 04/10- 05/10. | Estate Manager and Ranger / Gardening Team. | |
| AR04 LS02 | Undertake 2nd baseline habitat/species surveys. | Estate Manager to determine survey area. Survey completed and management aims refined by 07/10. Assume undertaken by volunteers. Contingency sum of £1.5k required to employ ecologist if required. 07/10. | Estate Manager/ Ranger Team. | |
| MA02 | Agree parameters for community engagement based on outcomes of marketing strategy. | Meetings and open sessions published in press and advertised within Estate. Ongoing within existing revenue budget. 07/10-ongoing. | Estate Manager and partners. | |
| HL08 | Review feedback from Green Flag Award and Green Heritage Award and consider impact to service. | Reviewed and discussed. Revenue budget. 07/10. | Estate Manager and Senior Management Team. | |
| MA01 | Using marketing strategy invite new partners to open evening/session/meeting to advertise potential opportunities. | Hold session/ meeting. Revenue budget. 09/10. | Estate Manager. | |

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| Action Plan 2010/11 | | | | Year 2 |
|---------------------|--|--|---------------------------------------|----------|
| Objective(s) | Description | Performance measure & estimated cost | Action and responsibility | Progress |
| AR01 | Undertake and complete brief to understand historical hydrological and complete study of the Estate. Commission external consultant or in house Engineer to conduct study. | Brief and study completed. 10/10. | Landscape Architect. | |
| PU03 | Initiate informal discussions with Sodexo prior to formal review of lease agreement. | Discussions complete and terms of reference prepared. 10/10. | Senior Management and Estate Manager. | |
| PU02 | Audit and assess volunteer opportunities with the Estate. | Complete audit and produce plan with business case. 03/11. | Estate Manager. | |

**ASHTON COURT ESTATE
STRATEGIC MANAGEMENT PLAN
SECTION FIVE – HOW WILL WE KNOW WHEN WE’VE ARRIVED?**

SECTION 5: HOW WILL WE KNOW WHEN WE’VE ARRIVE?

Section 5 of the Ashton Court Estate Strategic Management Plan puts forward a series of mechanisms for measuring and controlling success and ensuring that the visions and aims for the future of the Estate are met. This section also outlines how monitoring will be undertaken and factored into the day to day management of the Estate.

31.0 PERFORMANCE MANAGEMENT AND MONITORING

Performance management is reliant on the collection of base line data as part of the proposed objectives within section three. Performance indicators will be firmly established following a number of activities e.g. completion of the marketing plan. In the interim the following targets have been established to mirror the proposed objectives and outcomes.

Table 22: Performance Management and Monitoring Schedule

| Performance Indicator | Description | Baseline 08/09 Year 1 | 2009/10 | | 2010/11 | | 2011/12 | | 2012/13 | | 2013/14 | | 2014/15 | | 2015/16 | | 2016/17 | | 2017/18 | | % Difference from Baseline | |
|--|--|---------------------------------------|------------|--------|----------------------------|--------|----------------------------|--------|----------------------------|--------|----------------------------|--------|----------------------------|--------|----------------------------|--------|----------------------------|--------|----------------------------|--------|----------------------------|--------|
| | | | Target | Actual | Target | Actual | Target | Actual | Target | Actual | Target | Actual | Target | Actual | Target | Actual | Target | Actual | Target | Actual | Target | Actual |
| Visitor Satisfaction | Percentage of user sample satisfied or very satisfied with the management of Ashton Court. | New visitor survey to be carried out. | 75% | | 80% | | 82% | | 85% | | 88% | | 90% | | 92% | | 95% | | 95% | | | |
| Visitor Numbers | Number of visitors visiting the Estate each year (based on car count). | 285,592 | 290,000 | | 290,000 | | 290,000 | | 300,000 | | 300,000 | | 300,000 | | 300,000 | | 300,000 | | 300,000 | | | |
| External Income | Income derived from external sources. | 164,470 | 169,404 | | 174,486 | | 179,721 | | 185,112 | | 190,666 | | 196,386 | | 202,277 | | 208,346 | | 214,596 | | | |
| Nº of nationally recognised quality awards achieved. | Awards achieved in recognition of quality/good service. | | Green Flag | | Green Flag/ Green Heritage | | Green Flag/ Green Heritage | | Green Flag/ Green Heritage | | Green Flag/ Green Heritage | | Green Flag/ Green Heritage | | Green Flag/ Green Heritage | | Green Flag/ Green Heritage | | Green Flag/ Green Heritage | | | |
| Attendance at events. | Nº of individuals attending organised events by Estate Team during the year. | Not Known | 100 | | 150 | | 200 | | 250 | | 275 | | 300 | | 400 | | 450 | | 500 | | | |
| Volunteers | Nº of volunteer hours contributed to the site per annum. | 0 | 100 | | 200 | | 225 | | 250 | | 300 | | 350 | | 400 | | 425 | | 450 | | | |
| Criminal Damage | Nº of recorded incidents per year. | Unknown | 5 | | 5 | | 5 | | 5 | | 5 | | 5 | | 5 | | 5 | | 5 | | | |
| Action Plan | Percentage of Actions completed as part of annual action plan. | N/A | 85% | | 85% | | 85% | | 85% | | 90% | | 90% | | 90% | | 95% | | 100% | | | |

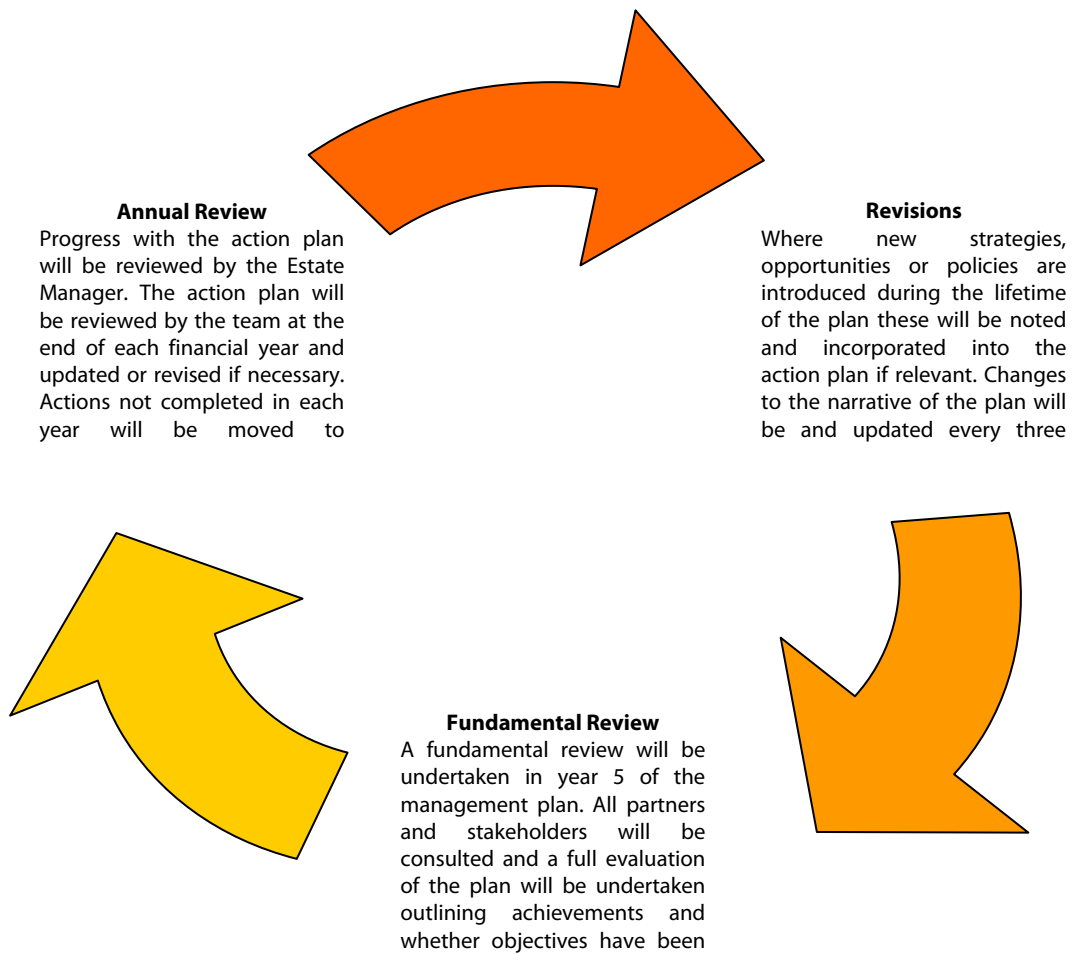
**ASHTON COURT ESTATE
STRATEGIC MANAGEMENT PLAN
SECTION FIVE – HOW WILL WE KNOW WHEN WE’VE ARRIVED?**

32.0 EVALUATION AND FEEDBACK

- 32.1 Monitoring and evaluation of the management plan will be coordinated by the Ashton Court Estate Manager. Alterations and amendments will be a collective decision involving stakeholders, the ranger team and senior officers. An annual report will be produced by the Estate Manager, and his team, to provide feedback to stakeholders and interested parties. This report will be used in conjunction with the proposed forum this will form part of the agreed action plan.
- 32.2 Control of finances will be the responsibility of the Estate Manager assisted by members of the Bristol City Council’s Finance Department.
- 32.3 Control of other resources and personnel will, in the first instance, be the responsibility of the Estate Manager. Referrals for additional resources, capital expenditure and unresolved personnel issues will be made to the relevant line manager.
- 32.4 The management plan will be continually reviewed, updated and amended using the process outlined overleaf.

**ASHTON COURT ESTATE
STRATEGIC MANAGEMENT PLAN
SECTION FIVE – HOW WILL WE KNOW WHEN WE’VE ARRIVED?**

Figure 6: Management Plan Review Process



**ASHTON COURT ESTATE
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APPENDIX ONE – POLICY REVIEW**

NATIONAL POLICY CONTEXT

Park Life, Urban Parks and Social Renewal

Published by Comedian and Demos in 1995, this report provides the first real assessment of the state of urban parks and green space and is the starting point of the current renaissance in urban parks. For the first time the wider social benefits of high quality open spaces were recognised and the need to invest and put open spaces and people at the heart of modern urban regeneration was documented.

Green Spaces Better Places

This is the final report of the Urban Green Spaces Taskforce published by the DTLR in 2002. The document provides a baseline assessment and comprehensive review of the state of public open spaces within England. The report highlighted a number of issues in relation to the decline of urban parks in England through a process of poor strategic planning, weak leadership, a lack of core and sustainable funding and the noticeable absence of information and data in order to inform the decision making process.

In the context of park management plans, the report formed the precursor for the renaissance of urban green spaces. The report established the need to invest in parks and open spaces and recognises the need that the open spaces have a much wider role to play in the local community in terms of the health, community safety and the social renewal agendas.

The Government's response to the Urban Green Spaces Taskforce was published in 2002 as part of the Living Places: Cleaner, Safer, Greener document. This report set out to respond to the issues highlighted by the Green Spaces Better Places report and committed the Government to providing a Strategic Framework for the improvement and betterment of green spaces over the next five years. This is manifested in a new Government Champion for parks and open spaces Cobe Space and the release of substantial funds for park renewal pilot schemes through the Liveability Fund.

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Policy Planning Guidance no15

Planning policy guidance no 15: Planning for the Historic Environment, details the Government's Policies in relation to development within historically significant or important areas. The Government recognises that effective protection of all aspects of the historic environment is important and this needs to be reconciled with economic growth, local stewardship and the needs of local people.

Broadly, PPG15 provides a full statement of Government policies for the identification and protection of historic buildings, conservation areas, and other elements of the historic environment, including Parks and Gardens of Special Historic Interest. It explains the role played by the planning system in their protection. PPG15 also supplements normal development control procedures within the Planning (Listed Buildings and Conservation Areas) Act 1990 provides specific protection for buildings and areas of special architectural or historic interest. In many instances there is a close link between controls over listed buildings and conservation areas and development control decisions. In such cases development and conservation issues will generally need to be considered together.

Policy Planning Guidance no 16

This guidance note provides advice on the handling of archaeological remains and discoveries. Published in 1990, the document focuses on the duties of Local Development Control Departments to ensure that scheduled and non scheduled monuments and their surrounding environs are material considerations in determining planning applications.

Policy Planning Guidance no17

Policy Planning Guidance no 17 and the accompanying guide; assessing needs and opportunities, sets out the Government's objectives for delivering high quality and sustainable open spaces that meet the aspirations and needs of local communities. The long-term aims of this document are to deliver:

- Networks of accessible, high quality open spaces, which are both economically and environmentally sound and meet local need;
- An appropriate balance between new and existing open space provision;
- Clarity for developers in relation to the requirements and expectations of the local planning authorities.

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Through PPG17, local planning authorities are now required to demonstrate that the local portfolio of public open spaces meets local demand based upon *quality, quantity, accessibility* and *primary purpose*.

Easy Access to Historic Landscapes

Published by English Heritage in 2005 this guidance is designed to assist managers of historic landscapes to improve accessibility for all visitors. The guide is applicable to:

- Historic Parks and Gardens;
- Historic Urban Squares and Townscapes;
- Ancient monuments;
- Industrial heritage;
- Cemeteries and Commemorative sites.

Overall the document aims to balance the need to improve accessibility and conserving the historic character and fabric; advocating an inclusive approach to design management which is underpinned by the Disability Discrimination Acts.

The guidance identifies barriers to use and offers solutions to greater access around the following themes:

- Paths and routes;
- Path surfaces;
- Steps;
- Steep paths and gradients;
- On site transport;
- Garden features;
- Information and interpretation;
- Comfort.

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The Park Keeper

Compiled by English Nature, this short history contributes to the ongoing debate in relation to skills within the parks sector. This document charts the history of the park keeper and the changing role of curators, superintendent, foreman and gardeners and recognises their past skills and contribution to the legacy of public parks in England.

Developing Accessible Play Space

This good practice guide was published in 2003 by the Office of the Deputy Prime Minister to act as a reference for providing stimulating and accessible play for all children. With the impending Disability Discrimination Act the guide recognises that each child is different and that access to the social experience of play is key. The principal recommendation of the guide is 'that developers should concentrate on making the environment fit for the child'.

Parks and Green Spaces: Engaging the Community

Published by Green Space (formerly the Urban Parks Forum) in July 2002, this local authority guide outlines the reason for engaging local communities and encouraging community participation in the management of parks and open spaces. The guide gives pragmatic advice on the benefits of involving people in the decision-making process and shows examples of how this can be achieved. In conclusion the guide suggests that:

- Community engagement is not about reaching an end point but is a dynamic process requiring high and sustained levels of involvement;
- It is important to establish the reason for engaging the community;
- Community based activities ought to compliment the aims of the organisation;
- Developing site management plans in partnership with the community helps to ensure ownership;
- Linking community groups together as part of a wider supportive umbrella can add more support to the local authority.

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A guide to producing parks and green space management plans

Published by Cabe Space, this guidance manual set out a framework for developing and writing management plans for parks and green spaces. The guide provides best practice on the content of management plans and how they could be developed.

Countryside Agency: The Future of Outdoor Recreation

This strategy will steer the Countryside Agency's future work and provide the context for decisions and planning as part of Natural England. It will also inform partners, stakeholders and interested members of the public about this area of work.

The Outdoor Recreation Strategy is being prepared in partnership with English Nature, the Rural Development Service and the Forestry Commission. The Strategy will be wide ranging, covering Natural England work on:

- promotion and marketing;
- healthy lifestyles;
- monitoring use of outdoor space;
- planning and transport;
- tourism and leisure;
- managing the land to improve and extend access;
- providing for disabled groups, and
- other matters which are influenced by or impacted on by outdoor recreation.

Preliminary research undertaken by the Henley Centre (the Countryside Agency's consultants), has already identified a number of key drivers that will affect the future of Country Parks. These include:

- Diversification and CAP reform;
- Changing urban landscapes;
- Changing public spending priorities;
- Growing influence of large leisure providers;
- Increasing access;
- Transportation infrastructure and networks.

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So far the preliminary findings have suggested that outdoor recreation should just be about being “outdoors” that connections should be made with the health agendas and other providers of green spaces. The final document is currently being prepared for publication by Natural England in 2007.

The National Lottery

The National Lottery has recently reviewed a number of funding streams during 2005 and this will present new funding opportunities for Ashton Court Estate.

i) Big Lottery Fund

The Big Lottery Fund has announced a raft of new initiatives, which are of relevance to Ashton Court Estate, including:

Reaching Communities

This fund opened in December 2005 and £10,000 to £500,000 is available to projects within the following themes:

- People having better chances in life, including being able to get better access to training and development to improve their life skills;
- Strong communities, with more active citizens, working together to tackle their problems;
- Improved rural and urban environments, which communities are better able to access and enjoy;
- Healthier and more active people and communities.

Children’s Play

This initiative aims to stimulate strategic coordination of Children’s play in each local authority area. Announced in November 2005, the fund encourages the development of local partnerships and the submission of agreed strategic visions. There is an initial £124m allocated and the opening round of bids opens in March 2006.

Changing Spaces

The Big Lottery is making £234m available for the following priorities:

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- Community spaces;
- Local community enterprise;
- Access to the natural environment.
- This fund will be delivered by a partnership and will commence during 2006.

ii) Heritage Lottery Fund

- The Heritage Lottery Fund (HLF) offers a number of opportunities in relation to the management of open spaces including:

Landscape Partnerships

- Between £250,000 and £2m is available from this funding stream in order to meet the following objectives:
- Conserving or restoring the built and natural features that create the historic character of the landscape;
- Conserving and celebrating the cultural associations and activities of the landscape area;
- Encouraging more people to access, learn about, become involved in and make decisions on their landscape heritage;
- Improving understanding of local craft and other skills by providing training opportunities.

The scheme is targeted at areas of distinct local landscape character and should be recognised and valued by local people. For grants of under £1m, approximately 10% match funding is required.

So far a wide spread consultation exercise including organisations, communities and landowners has been undertaken to ascertain if a Regional Park could be successfully delivered within the MKSM growth area. The consultation highlighted the need for the development of a shared vision focusing on environment, social and economic themes and as a result a number of feasibility and project evaluations have now been completed. Nine tangible demonstration projects have been completed with a further six new or signature projects planned, which will be exemplars ground breaking design, linking to existing initiatives and strength the existing project.

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LOCAL STRATEGIC CONTEXT

Overview

This Strategic Management Plan complements the wider strategic context of Bristol City Council and its partners. It seeks to achieve the objectives of the strategic framework by translating those that are appropriate to Ashton Court Estate. Relevant documents and policies are summarised below.

- A Playing Pitch Strategy (undated)
- Bristol City Council Corporate Plan 2006 – 2009
- Bristol City Council Education Development Plan 2005-2006
- Bristol Climate Protection and Action Plan 2004-6
- Bristol Parks Service Delivery Plan 2006-7
- Bristol's Art Strategy 1999 (review planned)
- Bristol's Community Strategy 2003 and updated 2006
- City Life a Cultural Strategy for Bristol, 2004
- Environment EMAS
- Health Strategy 2006-2009
- Local Action Plan
- Parks and Green Space Strategy
- Parks Wildlife Strategy (Draft)
- Playing for Real, 2004 and Making Play Matter 2003
- Public Art Strategy 2003
- Public Consultation Strategy, 2001
- Recycling
- Rights of Way Improvement Plan (Nov 2007)
- Road Safety Strategy: in Local Transport Plan 1999
- Safer Bristol partnership Crime and Drugs, 2004-2008
- Sustainable Energy Strategy Bristol City Council
- The Bristol Sports Partnership (undated)
- The Cycling Strategy: in Local Transport Plan 1999
- The Walking Strategy: in Local Transport Plan 1999
- The Joint Local Transport Plan 2006/7 - 2010/11" (The Walking Strategy)
- The Joint Local Transport Plan 2006/7 - 2010/11" (The Cycling Strategy)
- Towards a Parking Strategy: in Local Transport Plan 1999

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Bristol Community Strategy 2003 and update 2006

Vision for Bristol

- A city that realises its full potential and exerts influence appropriate to its status at the regional, national and European level;
- A modern, cosmopolitan, ambitious city at the heart of a prosperous and confident area that is the gateway to the South West;
- A diverse and accessible city made up of vibrant and balanced communities;
- Where everyone is valued and can thrive economically, culturally and socially;
- A safe city that promotes health, learning and sustainable development;
- A city where no one is disadvantaged.

Most relevant aims:

- A thriving economy.
- To make Bristol one of the most attractive places in Europe to live, work and visit.

Learning and achievement

Health and well being in Bristol Investment is focused on promoting well-being and preventing ill-health.

A high quality environment

- Improve the quality of the built and natural environment;
- Reduce car use in the city, by enabling improved public transport service and the provision of attractive Park & Ride alternatives, (Bristol City Council with partners).
- Implement cycling and walking schemes to provide alternative modes of transport to the car (Bristol City Council with partners).

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Bristol City Council Corporate Plan 2006-2009

- Same vision and aims as Community Strategy;
- The Corporate Plan highlights two particular themes, which will *"Run through all the council will do over the next three years..."*
- Creation of balanced and sustainable communities;
- Implementation of the Change for Children programme to improve outcomes for children. Young people and their families.

Raising educational attainment

The council will give priority to improving attainment, particularly levels of literacy, amongst 7 and 11 year olds, levels of numeracy amongst 11 year olds, and overall grades at GCSE. We will do this through a number of different ways including ...personalise learning.

Increasing participation in sport and other physical activity.

The council is an important provider of sports and other opportunities for exercise, and has a key role in making the wider environment suitable for active life styles. We will give priority to making streets and parks safer and more attractive for walking and cycling, and to providing more attractive sports facilities. Our actions to make this a reality will include ...improving quality of playing pitches and sports facilities, improving accessibility for pedestrians and cyclists and delivering.

Improving recycling and waste management.

We will give priority to reducing the amount of waste generated, increasing the amount of waste recycled, and reducing the amount of waste going to landfill sites.

Improving the cleanliness of the city

We will continue to make the city cleaner and respond to local concerns with more targeted cleanups.

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Bristol Arts Strategy 1999

Bristol City Council values the arts and the benefits, which they bring to the social, economic and environmental life of the city. Through partnerships the city council will encourage a full range of high quality arts activity rooted in Bristol's diverse communities and ensure that it is accessible to all sections of society. The city council is committed to equality of opportunity and will seek to integrate equalities policies throughout all its cultural activity. Bristol City Council aims to develop the full potential of the arts, delivering its corporate agenda across all directorates and thereby contributing to the city's future success as a major European centre for the West of England.

Public Art Strategy

- Sustain an annual programme of artworks by artists in the public realm and help establish Bristol as a modern European City of Culture.
- Encourage the commission of temporary and permanent public artworks using new technologies, new materials and in new formats, to challenge and build new audiences for contemporary art.

The Cycling Strategy: Local Transport Plan

Headline target: more cycling

- To more than double the level of cycling in and around Bristol by 2002 (based on 1998 figures) and double it again by 2012 measured in terms of the number of trips made.
- The City Council will develop and maintain a safe, convenient, efficient and attractive infrastructure, which encourages walking, cycling and the use of public transport whilst reducing the need to travel.
- The City Council will integrate cycling as an essential element of a multi-modal transport strategy for Bristol, which will emphasise traffic restraint, speed reduction and reducing the environmental impact of motor vehicles, whilst also reducing the need to travel. This will include integration with public transport facilities (to enable cycle use as part of longer journeys); and seeking to ensure free cycle carriage on local urban and country buses, and future light rail systems.

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- Design will be based on best technical advice wherever possible i.e. Cycle Friendly Infrastructure (for general principles), NCN guidelines and DETR local transport notes.

The Walking Strategy: Local Transport Plan

Bristol's Vision for Transport

Bristol City Council wants to create an increasingly clean, safe and thriving city, where people can live and work close to high quality shopping and leisure facilities. A city where people can not only move about safely, but also have better choices as to the mode of transport that they use. A local walking strategy will positively contribute to this vision.

Road Safety: Local Transport Plan

General comments about education and speed control measures etc.

Towards A Parking Strategy: Local Transport Plan

- Reduce unnecessary use of private cars, especially in the city centre.
- Enhance the vitality of the city.
- Encourage alternative transport modes.
- Guide appropriate scale, location and standards for all private and public parking, including branding of all city parking.

City Life a Cultural Strategy for Bristol 2004

Promote equality of access in the way we plan, promote and manage cultural facilities.

- Support cultural activity and expression among excluded communities
- Overcome barriers to access with good transport and signage, and by implementing the Disability Discrimination Act and Bristol's own high standards for physical access
- Invest in community identity through locally determined public art, signage and street design, arts & sports projects, festivals and publications (both in the neighbourhoods in the city centre).
- Replace or refurbish changing facilities and improve sports pitch quality and develop a variety of indoor/outdoor sports opportunities
- Work with young people to prioritise and design youth facilities in parks

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- Foster community involvement in managing parks, and the role of the Bristol Parks Forum
- Work with users to develop a strategy for open space in Bristol, ensuring that diverse and good quality parks are accessible to people across the city
- Deal with the causes of squalor and insecurity in our streets and parks – litter, vandalism, antisocial behaviour.
- Devote as much energy to supporting cultural events that celebrate local (i.e. neighbourhood) identity, as to promoting the city as a whole.
- Ensure that high quality marketing material is available locally, nationally and internationally that does justice to the creative capacity and reputation of the city, and be pro-active in promoting Bristol throughout Britain and the world for its unique properties.
- Improve the public realm and welcome people with better information and signage.

Public Consultation Strategy 2001

“The council is committed to open and inclusive local government, and to using a wide range of approaches to public consultation to ensure it listens effectively and considers the views of its citizens as part of its decision-making with the aim of ensuring its policies and services reflect the aspirations and needs of Bristol’s diverse communities.”

Safer Bristol Partnership Crime and Drugs 2004-08

Reduce Crime and the Fear of Crime

- Reduce overall crime by 20% (as measured by the Home Office ‘basket’ of recorded crime).
- Increase the number of people who feel safe when out and about in Bristol.

Build Safer, Stronger Communities

- To reduce the level and impact of anti-social behaviour.
- To promote a safer environment

Help people feel safer when outdoors

- Making improvements to the environment, reinforcing acceptable behaviour, and tackling anti-social behaviour and nuisance.

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- Monitoring reports of ASB and nuisance to the Bristol Together Hotline and to the police and identifying hotspots.

Reduce the incidence of all ASB and associated crime

- Taking coordinated action through area multi-agency panels.
- Using the full range of enforcement options.

Increase public involvement in tackling ASB

- Supporting communities to be involved in setting and maintaining acceptable standards of behaviour.
- Increase public confidence in partnership working to tackle ASB.
- Investing in and publicising local solutions to local problems, reinforced by specific support to individuals. Initiatives include increased patrolling by Police Community Support Officers (PCSOs) as part of a neighbourhood policing approach.

Health Strategy 2006-2009

Objective: to increase participation in sport and other physical activities

This strategy expresses work the council is doing with its partners to improve and protect the health of people in Bristol, and to narrow the health gap. It is our contribution to the Health and Well-being theme of Bristol's Community Strategy.

Our key priorities are set out and it gives examples of how council action provides an environment for good health and promotes healthy lifestyles through participating in or leading initiatives such as: physical activity and sport.

Parks and Green Space Strategy

The Parks and Green Space Strategy for Bristol provides a comprehensive and robust assessment of future policies for the green space network.

Bristol Climate Protection Action Plan

Bristol has a wide range of parks, historic gardens, woodlands, nature reserves and open spaces that are rich in wildlife. Two are of international importance – the Severn Estuary and the Avon Gorge (which forms part of the area to this management plan) – although at present it is uncertain what the impacts of climate change will have on these sites. The

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indirect ones could include the need to construct more flood defences, thereby possibly damaging existing wildlife sites. Climate change could also lead to changes in water table levels, which could affect sensitive habitats and species.

Sustainable Energy Strategy Bristol City Council

A longer, more reliable summer season is likely to lead to an increase in visitor numbers in Bristol which would increase spending levels. Such growth would also create more jobs, provide new opportunities for small and medium sized businesses. Warmer annual average temperatures and Increased CO₂ levels are likely to enhance the growth rate of natural and agricultural species and may lead to a change in the species composition of plants and animals. An increase in average temperatures could also lead to a longer growing season, which will mean that parks and other green spaces will need to be cut over a longer period of the year. This will have financial implications for the Council's Grounds Maintenance service.

Environment

- Providing leadership and support for environmental management within the Council through elected representatives and senior managers;
- Providing for identification and compliance with all environmental legislation, policies and codes of practice relevant to our activities and services;
- Continually improving our overall environmental performance through the implementation and review of objectives and targets Identifying and managing significant environmental aspects relevant to Council activities and services;
- Ensuring that the environmental consequences of all new policies and practices are assessed;
- Prevention of pollution;
- Minimising the effects of resource use by conserving water;
- Reducing the consumption of fossil fuels by conserving energy and promoting the use of renewable sources;
- Minimising the disposal of waste through reduction, reuse, recycling and recovery;
- Evaluating and monitoring air, noise, water and land pollution, and influencing others to reduce such pollution;

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- Monitoring and protecting biodiversity;
- Encouraging suppliers and contractors to improve their environmental performance in order to reduce any detrimental environmental impact of the goods and services used by the Council. This will be achieved through the Council procurement strategy and by controlling the on-site activities of contractors;
- Actively involving our staff through training and awareness programmes to ensure that they improve their environmental performance;
- Regularly reviewing and reporting on progress which will include producing an annual Environmental Statement for departments that have been verified;
- Communicating with interested parties, and making this policy publicly available.

The Bristol Sports Partnership

Key Issue 2: Increased Participation for all

The BSP will work to increase opportunities for everyone to take part in sport in a quality environment and will work to remove barriers where they exist, focusing on: school children; young people 16-18 years; older people; women; black and ethnic minorities; disabled people.

Key Issue 4: The development of high quality facilities

Facilities that are accessible and accommodating to all sectors of the population.

Playing for Real 2004 and Making Play Matter 2003

Objectives

- To enable opportunities for the voice of all children and young people to be routinely heard and taken into account in all decisions made that affect their play needs and wants.
- To ensure that the Play Policy is referred to whenever decisions are made that could impact (negatively or positively) on children's and young people's play opportunities.

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Bristol City Council Education Development Plan 2005-2006

Overarching education plan for the city. Multiple actions about raising standards and increasing inclusion e.g. Raising attainment in Early Years and Primary Education.

A Play Pitch Strategy

Strategic Framework: Q1 Quality and Capacity

Improve the quality of pitches and ancillary facilities in accordance with the Sport England quality assessment, prioritising improvements that increase capacity in areas and sport that are currently most deficient.

Parks Wildlife Strategy

All Sites of Nature Conservation Interest to be in Favourable Condition by 2020.

Bristol Parks Service Delivery Plan 2006/07

Vision

Of a city with a diverse range of attractive, enjoyable and accessible parks and green spaces, set within green and sustainable communities, which meet the present and future needs of all Bristol citizens, and also visitors to the city.

Service outcomes:

- Safe Parks
- Accessible Parks
- Clean Parks
- Attractive Parks
- Parks and Health
- Parks and Wildlife
- Parks and Communities

The Bristol Local Plan

The Bristol Local Plan was formerly adopted in December 1997. It brings together planning policies for the city area in one documents and provides the main framework for investment and development in Bristol. The key objectives of the plan are as follows:

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- To reinforce and maintain the vitality and viability of Bristol for work, shopping, leisure, tourism and culture for local people, its workforce and visitors.
- To promote economic development and regeneration across the city and to maximise investment in areas of the city with greatest opportunity, in particular to develop the potential of the city centre, Avonmouth and South Bristol.
- To enable local people to gain access to jobs of a sufficient number, type and quality.
- To make the most of the economic, environmental and social opportunities created by the Second Severn Crossing, the Channel Tunnel, new investment in the Port of Bristol and the European market.
- To adopt transportation policies which reduce congestion in the city. This will include priority for and promotion of public transport, park and ride sites, pedestrians and cyclists. The principal traffic corridors will be identified; there will be promotion of 'safer routes' in the city and traffic calming measures taken.
- To ensure that the management of the environment and the quality of the new development in the city is sustainable, conserves and reinforces Bristol's attractive and varied built up environment, creates a positive image and identity for the local area, enhances the quality of life for local residents.
- To protect and enhance Bristol's important green open spaces including its wildlife habitats and network of green corridors, recreational and amenity spaces, and historic landscape and parks, balanced with the need for development.
- To protect and promote shopping centres which include a good range of facilities for people living and working in the city and direct new local services to local centres.
- To promote opportunities for local and regional leisure, sport, art and tourism to meet the needs of Bristol residents and visitors to the city.

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To maintain and enhance housing areas, to facilitate a wide range of housing of varying tenure and to develop vacant and derelict sites in housing areas, to increase the supply of housing to meeting local people's needs and Structure Plan targets.