



Conservation Management Plans

Why they are useful & how they are structured

To develop CGT volunteers' understanding of the purpose and structure of a Conservation Management Plan (CMP) and its application in designed landscape conservation.

Why are conservation and management plans so useful in managing a heritage asset?

- Controversy over development and conservation
- Battles between developers and conservationists

CMPs propose a less confrontational framework

Developments don't take place in a vacuum

The precise balance is important:

- What is kept gives us a sense of continuity, identity and stability
- What is newly-created may ensure survival or perform a function which could not otherwise be met.

Conservation and development processes are

- Social
- Political
- Economic

as well as technical

CMP is a useful testing process of all four aspects

Tensions between those wanting to retain the old and those building the new are not necessarily bad.



Basis of a CMP

A CMP:

- is founded upon rigorous gathering, analysing and assessing of information
- offers a common ground for debate, method and common language to help resolve differences

The result of these processes is a *conservation plan*.

- The 'management' part of the plan is the vehicle for implementing those decisions over defined period

Basis of a CMP cont'd...

- A CMP is rarely prepared without significant change or development proposed or anticipated.
- Even management for landscape conservation many bring major change over time

Types of designed landscape sites and circumstances of CMP preparation that GTs are likely to encounter

- Estates of any size, with a main house, garden, park and other land (farm, forestry etc.), in either public or private ownership
- Gardens - or parkland - without a house
- Public or Royal Parks
- Public and private urban squares or groups of squares
- Hospital and former asylum sites and prisons
- Schools
- Allotments and community sites
- Cemeteries

Typical developments for which a LA might require a CMP

Change of use:

- Conversion of main house from domestic use to commercial (hotel, offices, flats) or vice versa!
- New building associated with the above, or public use, as extension or detached e.g. visitor/plant centres, car parks
- Residential/light industrial development in grounds
- NOTE: walled gardens particularly vulnerable

Enabling Development

Cases may fall under the heading of **Enabling Development**:

Development which may be contrary to planning policy but which is occasionally permitted because *it provides public benefit that clearly outweighs the harm caused to the asset*



Dropmore, Bucks: conversion of Grade I house to flats, new wing, underground parking in Grade II gardens

New visitor centre within grade I landscape: Painshill Park, Surrey



New visitor centre within grade II landscape: Battle Abbey, East Sussex



Parkland sold off for housing within grade I landscape: Cliveden, Bucks



Cliveden 'Village' development



Walled garden occupied by a garden centre, grade II landscape: Clandon Park, Surrey



Stables and yards within walled garden of grade II landscape: Bearwood, Berkshire



Leisure provision

- Permanent, large-scale: camping/caravans/chalets, sheds and stores
- Temporary leisure structures - marquees (usually within the garden), cafes and picnic areas, children's play areas, tree houses!
- Even new gardens!

Caravans and camping in walled garden within grade II landscape: Appuldurcombe, Isle of Wight



Temporary leisure structures – sheds and shelters and marquees (usually within the garden)



Falconry at Appuldurcombe



Permanent marquee at Painshill walled gardens

Play structures within grade I landscape: Alnwick Castle, Northumberland



New gardens within grade I landscape: Alnwick Castle, Northumberland



New gardens – extensive high-impact re-creation of C16 garden: Kenilworth Castle, Warwickshire



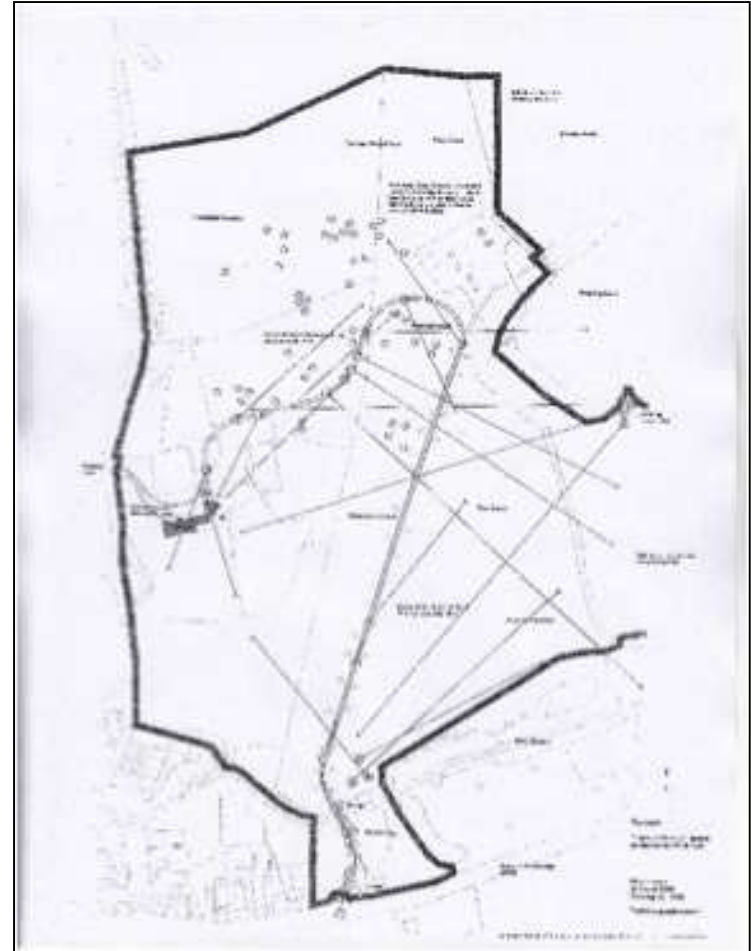
New garden within grade II* landscape: Arundel Castle, West Sussex



Development in Parkland

- New large-scale landscape features e.g. lake, avenue, new entrance and/or drives
- Sport - playing fields, all-weather pitches with lighting; tennis courts, swimming pools, bowling 'sheds'
- Golf courses
- Forestry
- Light industry
- 'Horsiculture'- fences, stables, jumps etc. and 'golficulture'

Tanners, Kent



Sport – removal of hard tennis courts from main garden of grade II landscape: Gatton Park, Surrey



‘Golfculture’ in grade II landscape: Stapleford Hall, Leicestershire



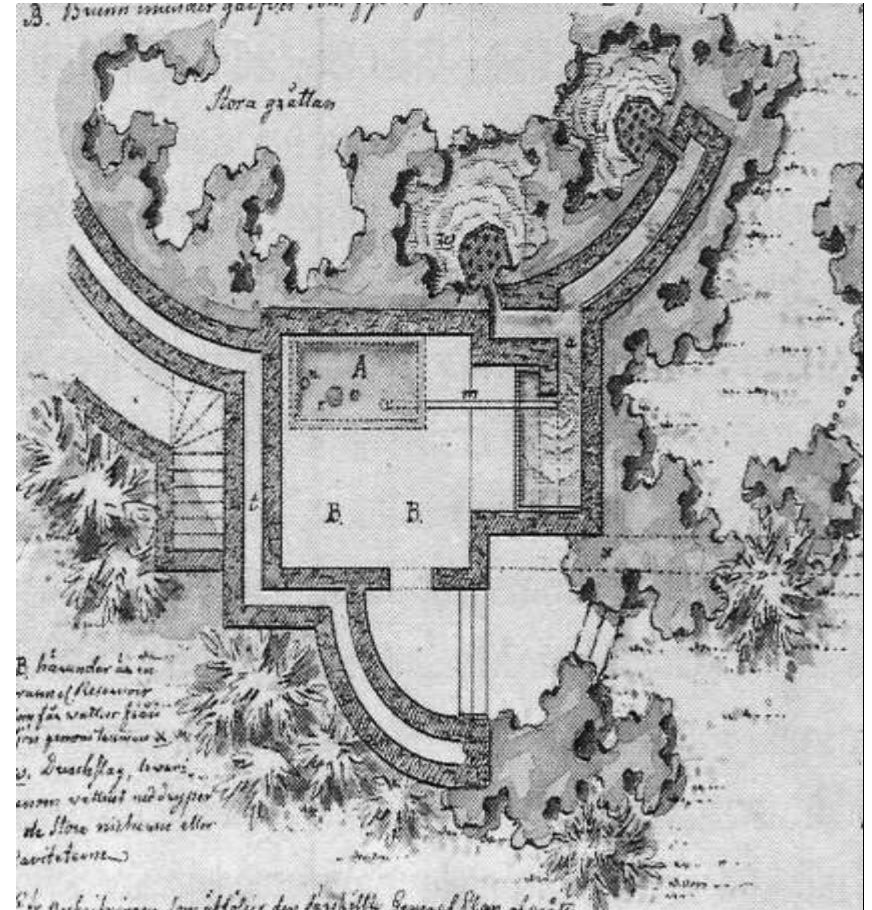
Golf Courses



Restoration and repair

- Repair of memorials, garden buildings, ha-has etc. in parkland and cemeteries and memorial gardens
- Restoration of associated soft landscape e.g. parkland trees, avenues, wildernesses, water features etc.

Restoration of landscape structures – grade II listed grotto in grade I landscape: Painshill Park, Surrey



Creating replicas... 'ruined abbey': Painshill Park



Grade I: Brookwood Cemetery, Surrey



Brookwood Cemetery, Surrey



Restoration of early C18 water gardens in grade I landscape: Bushy Park, Greater London



Re-roofing of the grade I listed house & designated ancient monument: Appuldurcombe, Isle of Wight



Repair and conservation of scheduled monument in grade II landscape: Bayham Old Abbey, East Sussex/Kent





Developments in the wider landscape that will affect parks and gardens

- Wind turbines and wind farms within vistas and settings
- Road and rail construction (HS2!)
- Industrial sites

Energy from wind turbines: Siddick, Cumbria



Land bridge to create new entrance drive to grade I landscape: Scotney Castle, Kent



Additional applications

The wider landscape:

CMP process is also applicable to broader areas of landscape with specific designation such as an AONB



Available Guidance

- **Heritage Lottery Fund:** Conservation Management Plans
- **Natural England:**
Heritage Management Plans and Parkland Plans

Available guidance cont'd...

English Heritage:

- 'Informed Conservation' an Introduction to the Guidelines;
- 'Conservation Principles, Policies and Guidance (April 2008)
- 'Cemeteries: Conservation and Management'

Summary of stages of a CMP:

STAGE I The 'conservation' part of the Plan

- Gathering evidence of the asset as it is today and how it developed through time
- Co-ordinating and analysing that evidence
- Assessing significance
- Identifying issues and problems affecting that significance
- Establishing broad conservation policies to retain that significance

Summary of stages of a **CMP**:

Stage 2 The '**Management**' part of the Plan

Implementing the conservation policies by:

- Developing management objectives that meet those policies
- Preparing detailed prescriptions and schedules of management and maintenance
- Preparing an action plan allocating timescales and resources for implementing management objectives

Options appraisal

- A client's proposals may be at an advanced stage of development.
- They can be tested for likely impact on significance through an *options appraisal*
- Their potential impact needs to be reflected in realistic conservation and management policies, capable of implementation
- It is usually necessary to adjust client proposals to reflect maximum significance.

Plan Content

Introduction

- Why the plan is being prepared, for whom and by whom
- What its purpose(s) are
- Who the stakeholders are
- Details of any funding
- An executive summary of the main findings is helpful

Stage I The '**conservation**' part of the Plan

- Understanding the place:
by gathering evidence of the asset both as it is today, and through time.

...Stage I The '**conservation**' part of the Plan.

- Co-ordinating and analysing the evidence

On completion of both field and archival surveys and study, material is brought together in an analytical account of the site's development and current state

Character areas

Large and complex sites can usefully be divided into landscape character areas which will have discrete and different characters.

The result of a thorough understanding the place will be:

A fully-referenced archival and physical study of the site

- An analytical account of the site's development over time
- A summarised chronology of key events and changes.
- Plans showing the phases of the site's development through time.
- A gazetteer* of all the features of the site

**INSERT EXAMPLE of character
area plan**

**INSERT EXAMPLE of character
area plan**

Assessing and stating significance

Assessing and stating the significance (s) of the site and its constituent parts and /or features

The key question:

Which aspects of a place are so crucial to its significance that they cannot be compromised - and which are less so

Significances may be ranked as of national, regional and local level. Detractors may be also be defined

...Assessing and stating significance

- All eventual actions will be guided by all-party agreement on the nature and level of significance of a place.
- Establishing relative levels of significance will help define which parts of the site are most sensitive and therefore better able to accommodate change.
- Site sensitivity plans illustrating the above are sometimes asked for by local authorities, especially when new development is the issue

Identifying issues and constraints affecting significance

These may be presented in several ways:

- A common method is to deal with site wide ones first, followed by those of each character area and/or group of particular features.

Examples of issues and constraints from actual CMPs:

- A site in split ownership; house leased by arts centre/school, is in good order. Outline proposals for new auditorium/sports hall with service facilities
- Non-beneficial garden features e.g. grotto , water features are deteriorating; lessee has no money for other than everyday maintenance.

...Examples of issues and constraints from actual CMPs

- No livestock - which would have been integral to character in C18. Historic landscape vulnerable to erosion of its character and visual integrity
- Trees planted by former tenants/farmer/grounds manager inappropriate to landscape design and/or blocking views
- Protected species (bats/badgers) occupying buildings/land on which change of use proposed

Establishing broad conservation policies to retain significance

- Establish the policies in clear wording
- Give reasons for them
- Policies must arise logically from all previous arguments - the 'golden thread' sequence linking understanding, analysis and establishment of significance to policies.

Site-wide policy example:

POLICY: Restore the setting of the Home farm farmhouse to its C19 character

Reason: The separation of the Farmhouse from the landscape around the main house was an essential feature of this period.

Supporting information

Although the farmhouse was augmented by *ferme ornée* buildings in C19 these were in the immediate vicinity; its separation from the landscape was reinforced by substantial planting around it. As an essential feature of the historic landscape the implementation of this policy would also remove modern farm buildings which are a major eyesore.

Site-wide policy example:

POLICY: To develop a long-term sustainable grazing regime for the whole park.

Reason: This policy is a logical consequence of the policy to conserve the surviving features of the eighteenth-century landscape. The farmer wishes to replace intensive farming with low-intensity grazing of cattle and sheep which in the long term will develop a parkland character. This policy will also result in the removal of intrusive fence lines throughout the park.

Site-wide policy example:

POLICY: To safeguard protected species

Reason: At least two protected species are present in the park and any landscape or building conservation work must avoid harm to them.

Stage 2 The 'management' part of the Plan

This part of the CMP may be prepared as a separate document but must reflect the 'golden thread' from the conservation plan.

It will contain:

- *Vision statement* – setting the overall aspirations for the site
- Management *objectives* that meet the conservation *policies*
- Detailed *prescriptions* and *schedules* of management and maintenance
- An *action plan* for implementing the objectives

Vision Statement

Priory Park, Reigate:

“To achieve a balance of conserving and restoring the features, spirit and the coherence of the mature 18th century park; while enhancing its wildlife value, bringing new life to the Victorian/Edwardian gardens and other historic features and integrating high quality public recreational facilities and the function of the School and the Museum within the Priory and its landscape setting.”

Management objectives

For a school in an historic site in Kent:

- To promote the site for school educational purposes, enjoyment and recreation with participation and involvement from local communities as well
- To ensure that the management and maintenance needs of all restored features are fully taken into account during the design process and that management requirements are fully documented.

Management aims

For school in an historic site in Kent:

- To maximise biodiversity across the whole site and to comply with appropriate national and county Species and Habitat Action Plans.
- To provide a high standard of interpretation and educational material that enables a diverse age-group/audience to experience the site while maintaining the integrity of the historic landscape and its biodiversity.

Management aims cont'd...

- To work towards adjacent individual landowners producing detailed operational plans which will achieve restoration of their sections of the site.
- To minimise trespass and security problems