

Priory Gardens Management Plan

First Edition

2018 – 2024



DUNSTABLE
TOWN COUNCIL

Foreword



I am delighted to introduce this, the second management plan for Priory Gardens in support of our bid to retain Green Flag status for Dunstable's prestigious Priory Gardens in 2018 and furthermore to support our aspirations to achieve a Green Heritage Flag in 2020.

Dunstable is very proud of its historic heritage and its association with Henry VIII. The Town Council takes great care and effort in managing a number of Dunstable's main historical features. As part of this commitment, the Town Council owns and manages Priory House and its associated Gardens.

The Priory Gardens are a vital part of Dunstable's town centre and together with Grove House Gardens, they form a pivotal focus for the future regeneration of our town. A recent visitor survey reflected that the gardens are our most positive feature of the town centre.

The process required for achieving and maintaining Green Flag status will ensure that the Town Council continues to develop and invest in the Gardens which already serve as both a popular outdoor entertainments venue for Dunstable as well as a very popular park for the town's residents. The Gardens are also part of a designated Scheduled Ancient Monument and are therefore important not just for the local community but as part of the historical fabric of our nation. The Gardens, along with the nearby Priory Church and Priory House are the jewel in the crown of a very rich Dunstable heritage.

This management plan is an ongoing indication of the Town Council's commitment to improving the management of its many green spaces and the Council is keen to continue to build on its success with Green Flags and In Bloom accreditation.

I feel very privileged to Chair the Committee responsible for looking after these beautiful award winning Gardens. I am sure that you will find our new management plan both comprehensive and informative and we particularly look forward to working with our partners, and the Green Flag judges, to ensure the continued improvement of Priory Gardens for future generations to enjoy.

Councillor Liz Jones
Chair of Grounds and Environmental Service Committee
Dunstable Town Council

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1 Section 1 - Introduction

1.1 This management plan has been prepared to aid the efficient and effective management of Priory Gardens over the plan period 2018 to 2024. In particular the plan will serve to:

- Aid consultation, achieve consensus and encourage involvement.
- Assist with developing continuity and improve capacity planning by optimising use of resources.
- Help prepare for change and promote the heritage of the site.
- Provide accurate recorded information about the gardens.
- Provide a framework for decision making.
- Assist in setting and maintaining standards.
- Assist in setting and measuring performance.
- Assist with wider strategic planning linked to the development and improvement of green space and the Dunstable town centre.
- Set out a detailed six-year action plan.
- Help promote the gardens, raise their profile and increase pride in Dunstable.
- Assist in securing new internal and external funding.
- Aid the economic regeneration of the town.

The plan is a working document subject to ongoing review and development. It will be reviewed and refreshed on an annual basis and will be fully re written in 2023/24 at the end of the plan period or sooner as the need arises.



2 Section 2 - Dunstable and the Town Council

- 2.1 Dunstable is the oldest charter town in the area now known as Central Bedfordshire and is currently home to nearly 40,000 residents. The earliest recorded residents of Dunstable lived on the Downs, the northern most point of the Chilterns and nowadays the 'settlement' nestles between the Downs. Dunstable is fiercely proud of its rich heritage yet, whilst it may be steeped in history, it is very much a town in the present, working towards a bright future.
- 2.2 Dunstable is situated some 25 miles to the north-west of London, with excellent access to the heart of the national motorway network. The town has excellent rail and busway links to nearby Luton and London St. Pancras. The needs of the air traveller are similarly well catered for with London Luton Airport located nearby.
- 2.3 Dunstable Town Council was established in 1985 following a local petition for the Council to be created. Since its creation 33 years ago the Council has developed into one of the largest town councils in the country. It is recognised as an Investors in People Bronze standard organisation demonstrating that the organisation is managed effectively
- 2.4 The Council comprises 21 elected representatives that are democratically elected (typically) every four years. For Town Council purposes Dunstable is divided into 5 political wards. The Council is the body that makes decisions and this is achieved through Committees and Sub-Committees that have delegated authority in line with the Council's Constitution, Standing Orders and Delegation of Authority to Members and Officers (please see the Council's website at www.dunstable.gov.uk for further details).
- 2.5 The Council is entirely funded by the residents of Dunstable through what is known as a precept on the council tax charge and by generating income through services delivered. The 2018/19 budget will set a total precept target of £2,219,034 which equates to a council tax charge of £175.21 per council tax band D household. The Council's total net expenditure for 2018/19 is budgeted to be £2,222,034 and the gross budget is in excess of £3million. In addition the Council had an allocated capital reserve of £1,179,717 and a general reserve of £585,195 (as at 31 March 2017).
- 2.6 Supporting the Council is an officer structure that the Council employs to deliver services and ensure that all decisions are made appropriately. The Council officer structure is headed by the Town Clerk and Chief Executive who is also the statutory Head of the Paid Service. He in turn is supported by three Heads of Service who are responsible for the Council's three service departments. The Council also employs a range of external support services including legal, HR and property support. A copy of the Council's departmental service and functions as well as Committee and staffing structures are provided at Appendix 1

2.7 The Council agreed its *Vision, Mission Statement* and *Values* in 2009 and these were all re-affirmed in 2016 with the adoption of the current Corporate Plan. The Corporate Plan 2016 – 2019 can be viewed at www.dunstable.gov.uk

2.8 The Council's vision is:

'TO HELP MAKE DUNSTABLE A BETTER PLACE'

2.9 The Council's mission statement is:

Using its statutory powers, Dunstable Town Council will do all it can to create a lively and vibrant town, promoting civic pride and improving the quality of life for all those who live, work and visit Dunstable.

2.10 The Council's values are to:

- **Be an advocate and campaigning voice for the people of Dunstable**
- **Work to the highest standards of integrity and openness and deliver services to the best of our abilities**
- **Work in partnership with other organisations to improve services and deliver value for money for the Dunstable council tax payer**



3 Section 3 - The Wider Green Space Context

3.1 Policy, Strategy, Acts and Guidance

There are a wide range of documents which support or affect the management, maintenance and development of the Priory Gardens and these are listed in Appendix 2.

3.2 National Context

The importance of green space and public open space was highlighted in the Urban Green Spaces Task Force Report in 2002, as a critical element in creating sustainable communities.

Over the past few years the Government have expressed concern about the loss of open space and have sought to improve the quality of existing spaces. The Government has identified a number of key objectives and priorities related to the provision, management and maintenance of Green Space and has developed, through various government departments and external agencies a range of advice, guidance and research documents.

3.3 Regional Context

Dunstable falls within the scope of the Milton Keynes South Midlands Growth Area. The Luton and South Bedfordshire Integrated Development Programme gives an ambition for Luton and South Beds (including Dunstable) to be recognised as a 'Green Growth Area' and a truly sustainable community. The aims include the provision of quality affordable housing with greener spaces and due consideration for the environment. Some 26,000 new homes and 23,000 new jobs are planned by 2021. The short-term priorities include the production of a clear green space strategy.

3.4 Local Context

A draft Green Space Strategy for Central Bedfordshire (including Dunstable) is being produced by Central Bedfordshire Council (CBC). Some stakeholder consultation has already taken place. Work is now in hand within CBC to finalise a recreation and green space strategy for the area. The Town Council will be a major partner and stakeholder in the delivery of the strategy objectives for increasing the quantity and quality of green space in the area.

The Dunstable Town Council Corporate Plan 2016 to 2019 sets out a clear vision and a plan for the town's future including a specific priority relating to green space provision and a key action to secure and retain Green Flag status for four parks, gardens and open spaces including securing Heritage Flag status for Priory Gardens.

4 Section 4 - The Historical Context

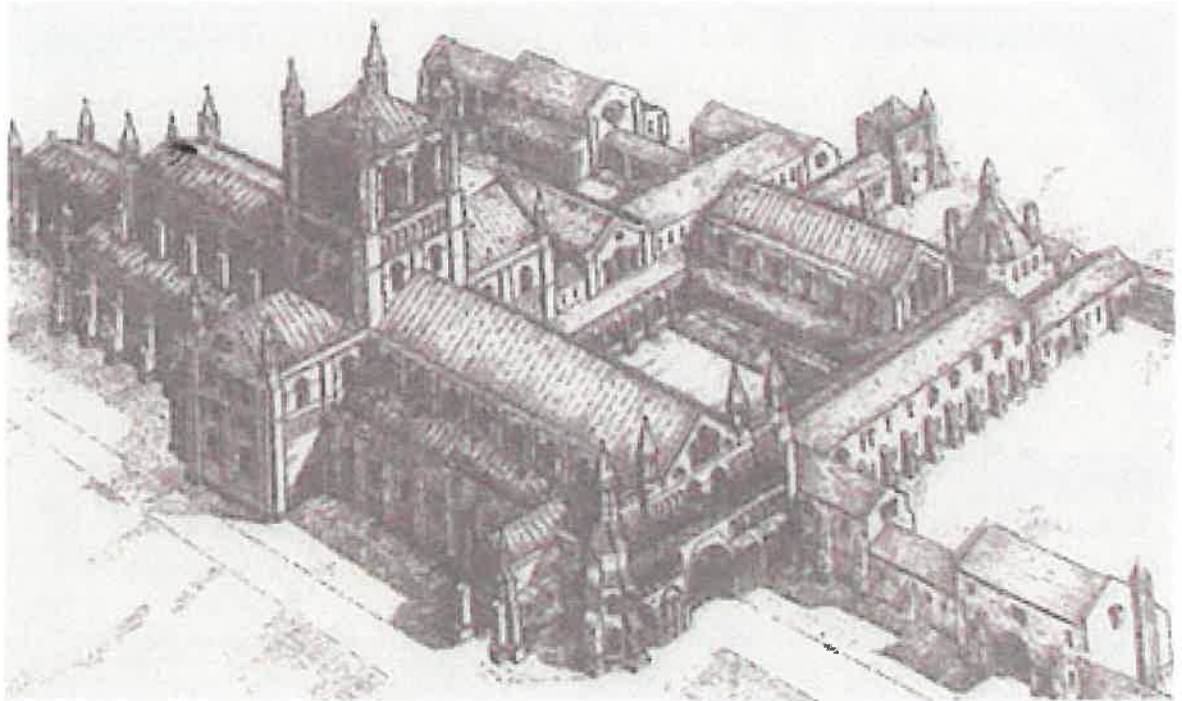
Dunstable

- 4.1 Dunstable is the oldest charter town in the county of Bedfordshire and is currently home to nearly 40,000 residents. The earliest recorded residents of Dunstable lived on the Downs, the northern most point of the Chilterns. Dunstable has a long civic tradition with its first charter, granting independent market rights, being granted in 1131.
- 4.2 Until the mid-nineteenth century Dunstable was a very small agricultural market town built almost exclusively around the crossroads of the Roman Watling Street and the even earlier Icknield Way. Change came in the mid-nineteenth century as the expanding hat and bonnet trade attracted workers and later the railway attracted major industry. Further industrial expansion and associated housing saw the town grow significantly during the 1930's. After World War II the 'Plan for Dunstable' was largely responsible for the civic, shopping and entertainment expansion away from the High Street. By the mid 1980's economic recession had decimated Dunstable's main industries and further regeneration of 'brownfield sites' including mixed uses and housing was necessary.

A Potted History of Priory Gardens, Priory House and Surrounds

- 4.3 In prehistoric times the site of the Priory Gardens sat alongside the Icknield Way trade route which, through a series of paths connected the east coast ports to those on the west and south coasts and crossed Salisbury Plain. The Romans built a major trade route from London to The North Wales coast and Anglesey which intersected the Icknield Way on the edge of the Chiltern Hills and founded what appears to have been little more than a small trading settlement called Durocbrivis. Archaeological excavations in the town have shown little evidence of substantial roman structures leading to the suggestion that buildings were mainly of timber construction.
- 4.4 There is little historical evidence or record from the time that the Romans left and most of the Saxon remains found are located away from the site. It is not until Mediaeval times that Dunstable as we know it today starts its history with the refounding of the town by Henry I, in the early 1100's.
- 4.5 Henry I founded the Augustinian Priory and gave it the land in the south east quadrant of the crossroads. He also built a Royal Palace opposite the site in the north east quadrant and founded the market at the centre of the crossroads.
- 4.6 The Augustinian Priory covered the site of the current Scheduled Ancient Monument. During the rule of the Augustinians the site was covered by the Priory buildings themselves and a variety of outbuildings including stabling, living quarters, business areas, a hospital, workshops and domestic buildings and cemeteries for the canons, lay brothers and tradesmen.

At the dissolution of the monasteries some of the land appears to have been linked to the building now known as Priory House but the meadow area of the gardens is recorded as 'being a levelled grass area with trees'.



4.7 From the early 1600's through to the early 1800's Priory House and surrounding lands were held by successive owners by various means. These owners included Sir Robert Napier of Luton Hoo, members of the notable Crawley family from Luton and a Colonel Maddison. It is not until the death of Colonel Maddison in 1806 that the house and surrounding grounds are recorded as Dunstable Priory.

4.8 In 1839 the house and land was sold to Robert Munt and Thomas Brown who converted the adjacent property to a hat factory and retained Priory House as living accommodation.



4.9 It is during this period that the gardens began to be structured, with formal gardens, kitchen gardens, an orchard and Priory Meadows being used as the paddocks for horses. The areas within the gardens were split and defined by hedges and trees. From plans and early photographs it seems that the kitchen gardens were to the east of the current medical centre, the orchard was where the war memorial is now and the formal gardens began to evolve into the formal garden area we know today.

- 4.10 In 1907 the hat factory was demolished and a stone wall built alongside the gates which allowed access to the gardens, the Church area remained separated, with the only access through the gateway, by walls and hedging including a double row known as Catherine's Walk, little of which remains except behind the war memorial.
- 4.11 The Munt family continued to live in the house until the 1940's when there were discussions with the church about providing a public garden around the church including the graveyard. In 1946 the Ministry of Town and Country planning recommended the zoning of the Priory House garden area as public open space with the result that the local authority acquired Priory House and all the land by compulsory purchase in 1947 with the help of a loan from the Ministry of Health.
- 4.12 A small garden area was left for tenants of the house and hedged to separate from the public area and the gardener from the house was retained by the authority to look after the new public park, at this point there was a fountain, lily pond, statuette and a greenhouse within the gardens. Having acquired the land a number of essential repairs and improvements were needed prior to opening to the public. Herbaceous borders were cleared, essential tree works carried out and the vegetable plots replanted with flowers and a rose garden added and a new path was laid to the Priory Gate to allow access from Church Close. In addition there were plans to install new wrought iron gates to replace the wooden gates at the High St South entrance.
- 4.13 The park was officially opened by the Mayor on 24th May 1947, opening hours were 9 am – 9 pm and access was only through the High St South gates from Monday to Saturday with the Priory Gates being opened on Sundays, this restriction didn't last long as the children climbed over the Priory Gates!
- 4.14 In June 1947 the War Memorial Committee requested a permanent garden area within the gardens and asked that they be renamed Priory Memorial Gardens, the name change was rejected but it was agreed that a War Memorial be allocated within the gardens and the orchard area was chosen with work starting in the October of the same year.
- 4.15 Permission for some archaeological excavation was granted in 1948 and at the same time notice given by the Ministry of Works to schedule the land under the Ancient Monuments Act of 1913 & 1931.
- 4.16 By 1952 most of the original garden features had been removed all but the gateways and the memorial were left. The car park area that is found today was created in the 1950's following demands by the residents in the now divided Priory House and a land deal with Tesco's enabled the building of a garage, store and mess room in the south part of the gardens in 1959.



- 4.17 Throughout the 1960's and 70's there was a continuous program of improvements which involved creating new footpaths and flower beds, removing and replacing hedges and creating opportunities to undertake some limited archaeological investigation. The excavations provided valuable new information about the Augustinian Priory and the use of the site.
- 4.18 On 24th April 1983 three silver maple trees were planted near the war memorial by Sam Caen, President of Dunstable Rotary, Pierre Rousell, President of Menen Rotary and Cllr Fred McLellan Chairman of South Bedfordshire District Council to celebrate the relationship between the Rotary Clubs of the two towns.
- 4.19 During this time Priory House had been used for domestic tenancies and offices before being sold, during local government reorganisation, into private hands. In 2004 when the building came up for sale Dunstable Town Council purchased the house and remaining garden with the help of Lottery funding and opened it in 2005 as a public Heritage Centre.
- 4.20 The next section of this management plan describes the gardens and the key features as they are today and some of the many improvements and activities that have taken place in more recent years.

5 Section 5 - Site Description, Key Features and Recent Improvements

5.1 Location - Grid Reference TL0205521842

Priory Gardens is a 2.6 ha scheduled ancient monument situated in the centre of Dunstable in the town's main historic quarter. The gardens sit close to the A505 Church Street (the ancient Icknield Way) and High Street South (the Roman Watling Street). The gardens form an important green space within Dunstable town centre and are bordered by Priory House (Grade II * listed), Priory Middle School and the Priory Church of St Peter (Grade 1 listed). The plans overleaf show the location of the gardens within the town centre and provide a more detailed layout of the gardens and key features.

5.2 Access

The gardens benefit from good access arrangements by foot, by cycle, by public transport and by car.

The plan overleaf shows the main vehicle access point and car park from High Street South, pedestrian and cycle access points at various locations, bus stops on High Street South and Church Street and the public parking facilities immediately adjacent at the Church Street pay and display car park.

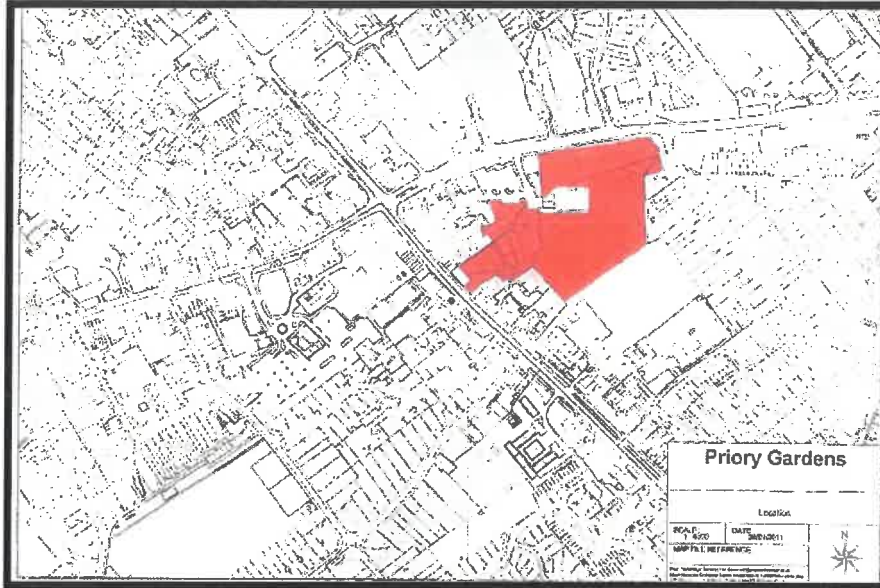
In 2013 the Town Council worked closely with Central Bedfordshire Council to assist with delivering some elements of a £5 million grant from Central Government to improve local sustainable transport. Part of the funding was used to resurface a section of the footpath running from the High Street South entrance to Priory Church to improve cycling access along the cycle network.

5.3 Ownership

There are two owners of land within the Priory Gardens. The area to the north and east of the church is the graveyard of the Priory Church of St Peter and as such is owned by the Church of England. However maintenance of the graveyard is the responsibility of Dunstable Town Council as the graveyard is now closed to burial. The remaining part of the gardens is owned by Dunstable Town Council.

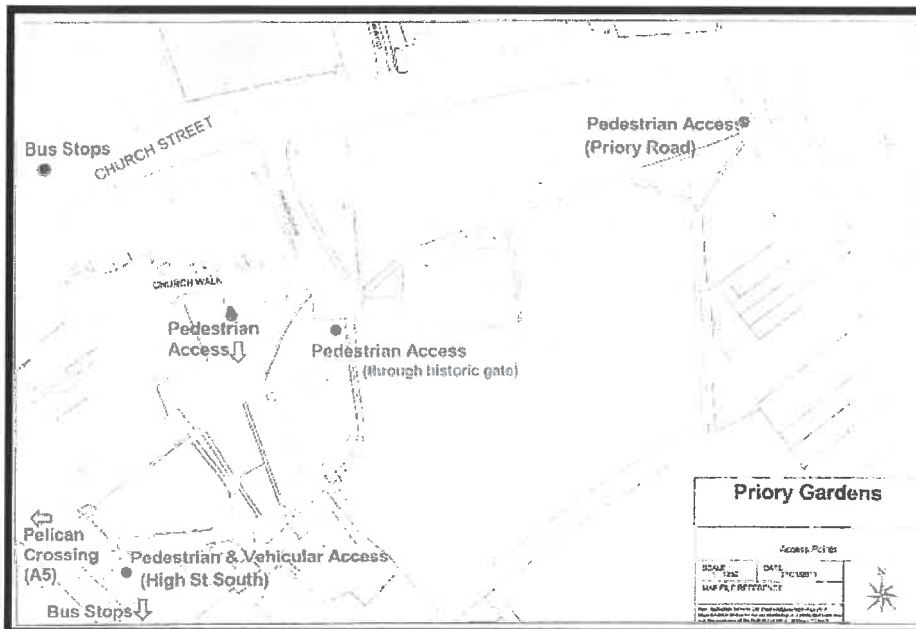
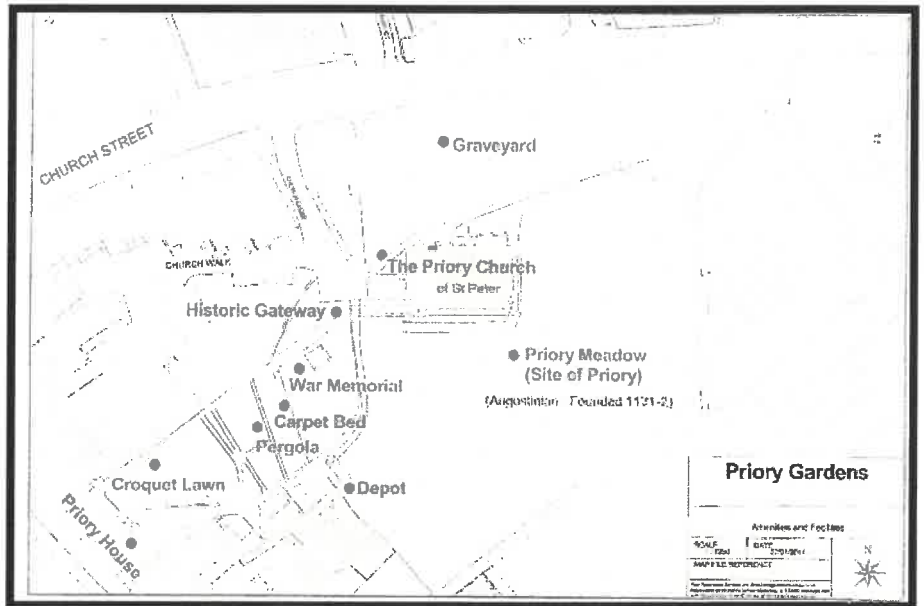
5.4 Scheduled Ancient Monument Status - Historic England Ref 1004676

Priory Gardens forms the larger part of the Dunstable Priory which is listed by Historic England under the Ancient Monuments and Archaeological Areas Act 1979 as a monument considered by the Secretary of State to be of national importance.



Location Plan

Key Features Plan



Access Points Plan

5.5 Key Features and Recent Improvements

The key features detailed more fully in this next section include:

- Priory Meadow and the remains of the former Augustinian Priory
- The Medieval Priory Gateway
- The Priory Church and churchyard
- Mature trees, views and vistas
- The Medieval Physic Garden border
- Dunstable War Memorial
- Priory Gardens entrance overthrow
- Floral displays
- Lawns and horticultural features
- Historic interpretation and signage
- Memorials and seating
- Access and security
- Depot facility
- Priory House Heritage Centre

5.5.1 Priory Meadow and the Remains of the former Augustinian Priory

Beyond the formal ornamental lawns the gardens boast an extensive amenity grassland known locally as the Priory Meadow. Its name is derived from its previous historic uses rather than its present form. The area is of very significant historical importance as it contains the foundation remains of the former Priory buildings. The foundations have been extensively mapped out by the Manshead Archaeological Society and the map is used by the Town Council to regularly mark out the foundations in white lines so that visitors can see the extent of the original historic buildings. An interpretation board located adjacent also depicts an artist's impression of the buildings. Named room plaques are set in the grass in each room or space to help guide visitors around the remains. The plaques are laid flat rather than elevated in accordance with Historic England's specific requirements and consent.

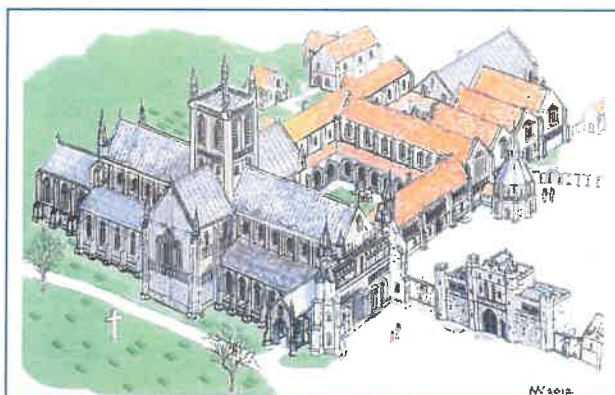


Illustration showing former Dunstable Priory



Archaeological survey

The Priory Meadow is maintained as general amenity grassland and as such is cut on a weekly basis subject to need and prevailing rates of growth. The area is used extensively by the public for outdoor games, picnicking, sitting and sunbathing and it also forms an important part of the event space available for historical re-enactments, car rallies, Proms in the Park and priory Pictures (outdoor film shows). Local schools have also used the area for their sports days with the Town Council providing assistance with marking out running tracks.



Priory Pictures outdoor film event on Priory Meadow 2017

5.5.2 The Medieval Priory Gateway

In 2015 work was completed to restore the stone elements of the medieval Priory Gateway which is one of the last remaining standing remnants of the original Augustinian Priory. A grant of £19,900 was obtained from English Heritage to fund part of the stone work restoration. With the Council funding a further £50,000 it has now been possible to remove the gateway from the Historic England 'At Risk' register.

A new pair of solid oak gates were installed during 2016 to complete the restoration. The Friends of Priory House and Gardens supported the installation of the new gates by raising some £5,000; about a third of the total cost of the gates.

The Friends of Priory House and Gardens also provided expertise and text to create two new interpretation boards to show visitors how the remaining structure once formed part of the Priory Gatehouse. The boards also give some further historical context to the structure along with some well recorded stories associated with the gateway.



Before Restoration 2014

After Restoration 2016

5.5.3 The Priory Church and Churchyard

The Priory Church of St. Peter with its monastery (Dunstable Priory) was founded in 1132 by Henry I for Augustinian Canons. Today the church is a large and impressive building, but this is only the nave of what remains of an originally much larger Augustinian priory church. The monastic buildings consisted of a dormitory for the monks, an infirmary, stables, workshops, a bakehouse, a brewhouse and a buttery. Opposite the Priory was one of the royal palaces belonging to Henry I, known as Kingsbury.

The present church and Deanery form part of the Archdeaconry of Bedford in the Diocese of St. Albans. It became a Grade I listed building in 1951. The graveyard adjacent to the Priory Church forms part of the wider Priory Gardens open space and as a closed cemetery is maintained by Dunstable Town Council. However, whilst the land is owned by the Church of England it has been included within this management plan because of its close association and proximity to the gardens and the historical nature of the site. The Church provides the Council with a quinquennial report detailing the condition of the churchyard and the actions required from these reports are routinely included within the Action Plan.

The church is an imposing structure in the landscape and a strong reminder of the historical importance of both Dunstable and the Priory Gardens area and its surrounds.



The 800 year old Priory Church of St Peter

5.5.4 Mature trees, views and vistas

The gardens and the Priory Church graveyard are home to around 140 mature and semi mature trees. Most of the trees in the graveyard are Limes and the remaining trees are a mix of Sycamore and Silver Maple, Ash, Cherry, Holly, Yew, English Oak, Birch and Beech. There are one or two more notable trees including Blue Atlas and Western Red Cedars and False Acacia along with a small number of ornamental conifers. The trees form an integral part of the backbone of the gardens and along with the adjacent listed buildings they help to frame views and create a mature and aesthetically pleasing open space with a well-developed sense of history and belonging.



A full tree risk management survey was completed during November 2013 and the Council has installed 'My Trees' software to further develop detailed tree management plans and programmes. A re survey of some of the trees was completed in November 2015 and is taking place again in March 2018 as part of an approved ongoing inspection regime. The survey findings

will further inform tree management on the site over the next two to three years.

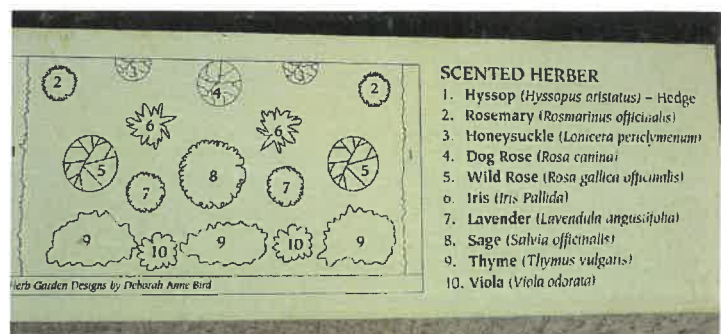
The existing trees make an important contribution to ensuring that the gardens remain as biodiverse a space as possible given the constraints imposed by buried archaeology and the scheduled monument status of the site. The archaeology and the status limit somewhat the opportunities for new tree and hedgerow planting and the creation of new habitats. Planting deep rooted species can destroy buried archaeology and future prescriptions for wildlife habitat improvement will have to be both innovative and unobtrusive if they are to be permitted.

5.5.5 The Medieval Physic Garden border



Spring 2013 saw the creation and completion of a new feature in the gardens, a Medieval Physic Garden border. Through a wider Medieval Dunstable project, supported by funding from the Heritage Lottery Fund, local people and volunteers worked with the Council to design and plant a Physic border containing plants that would have been used in the medieval period.

The border is divided into various sections, each section being planted with a wide range of both common and unusual plants from the period which were used to treat a range of ailments. The border also contains a flowery mead and a section set aside for



dye plants. Information on plant use and plant names is provided by way of interpretation boards to help visitors interpret and understand the plants and how they were used over the centuries. The border is maintained entirely by local volunteers recruited from the Friends of Priory House and Gardens and Dunstable in Bloom. They meet on a monthly basis in the winter months and come together more often in the summer period to care for the border and keep it in prime condition.



Volunteers in action

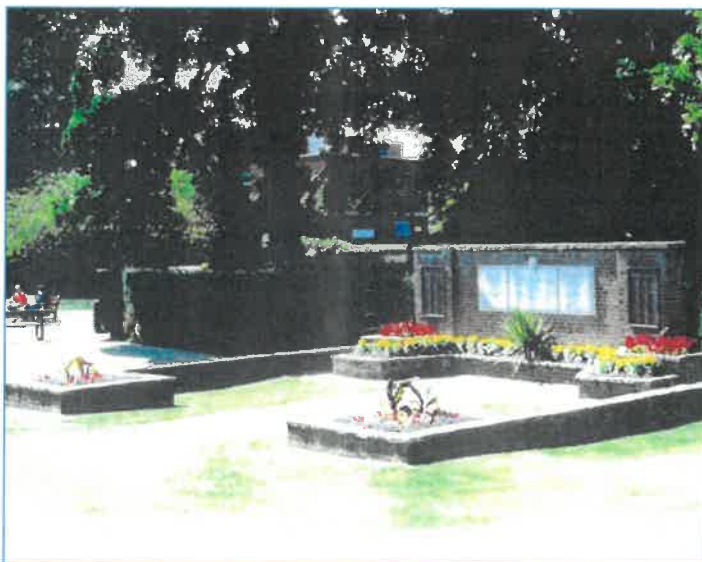


New individual hand crafted plant labels

A small knott garden feature was created in 2007 close to Priory House and the Physic border with the intention of growing herbs between the box hedges for use by the Priory House chef and kitchen team. The box hedging is beginning to deteriorate and the compartments were made too small to grow herbs successfully. The Action Plan includes the replanting of the feature in a simpler layout and the replanting of herbs along with new interpretation.

5.5.6 Dunstable War Memorial

In June 1947 the War Memorial Committee requested a permanent garden area within the gardens and asked that they be renamed Priory Memorial Gardens, the name change was rejected but it was agreed that a War Memorial be allocated within the gardens and the orchard area.



The memorial wall and plaques form a focal point for Armistice Day and Remembrance Sunday Civic Services with local veterans joining civic dignitaries and members of the public to remember those lost in battle.

The memorial was erected in 1952 by public subscription and the bronze plaques were donated by the Rotary Club of Dunstable. The memorial

underwent limited refurbishment in 1999 with funds from the Rotary Clubs of Dunstable and Menen (Belgium), the Dunstable Branch of the Royal British Legion (now no longer in existence) Dunstable Town Council and a South Beds District Council Millennium Fund grant.

The Council's Corporate Plan 2017 to 2019 includes an action to carry out a complete renovation of the Dunstable war memorial and install an additional plaque to commemorate those who have died in conflicts since 1945.

Saturday 11 November 2018 marks the 100th anniversary of the end of the First World War and it is fitting that the Council are working in conjunction with the Friends of Priory House and Gardens (FOPHAG), The Dunstable and District History Society, Dunstable Rotary Club and the Royal British Legion to refurbish and improve the memorial. FPOHAG are currently running a Crowd Funding project to raise funds for the works.



Crowd Funding publicity image



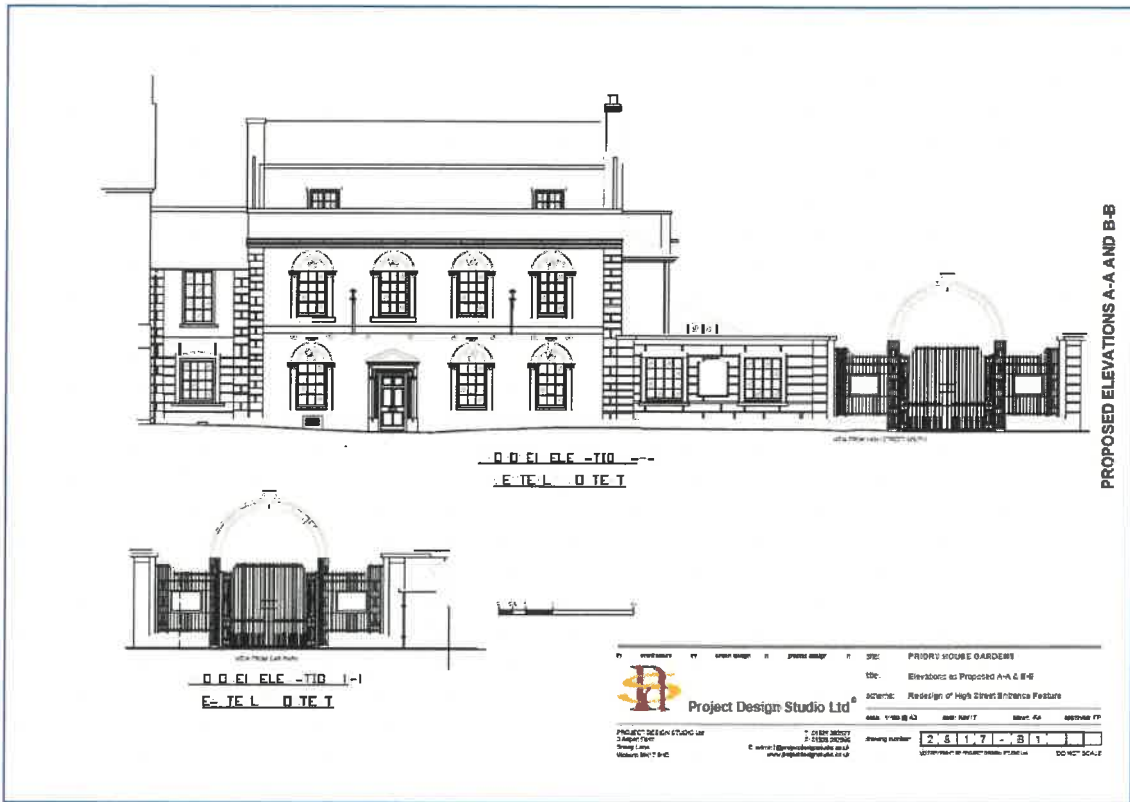
Remembrance Sunday 2016

5.5.7 Priory Gardens entrance overthrow

In 2017 the Council secured a £30,000 grant from Central Bedfordshire Councils Market Town Regeneration Fund to provide a more high profile entrance to Priory Gardens from High Street South.

A new overthrow entrance feature has been designed by a local company and the Council has received planning consent to erect the new structure. The work also includes the removal of the existing railings, the lowering of entrance walls, new replacement railings to match the overthrow and new lighting. The existing gates will be restored and re hung. A copy of the design is provided overleaf.

The overthrow will better define the entrance to Priory Gardens from High Street South, help create better views into the gardens and compliment the emerging plans to improve the High Street and Town Centre. A similar feature will be created at the entrance to nearby Middle Row.



Design for new overthrow gateway feature at High St South entrance

5.5.8 Floral Displays

Floral display beds for summer and winter / spring bedding including spring bulbs are located throughout the gardens and are supplemented in the summer with the addition of hanging baskets to the rear of the Priory House. The colourful displays are a real highlight for visitors in the summer months and regularly attract positive comments and thanks from local residents.



Floral Displays in 2017

All floral display compost mixes contain water retention gels. Plants used in the floral displays include some drought tolerant plant species and all plants are grown in peat reduced composts.



In 2010 a new carpet bed was created as part of the Dunstable in Bloom campaign to provide a place for local communities and organisations to display their logos in floral form. The first carpet bed display installed was funded by the local Girl Guides to celebrate the centenary of Girl Guiding. The Guides raised all the necessary funds to purchase the pre-grown display. Displays in 2011 and 2012 have depicted the Priory Church and the Union Jack. In 2013 the bed was used to depict the 800th anniversary of the Priory Church.

5.5.9 Lawns and horticultural features

Some of the grass areas within the gardens are maintained as ornamental lawns to compliment adjacent ornamental plantings, floral displays and the listed buildings which form a backdrop to the gardens.

These lawns are close mown on a weekly basis and are treated periodically with herbicide and fertiliser to keep them in good condition.

The lawns are used extensively on event days and they are often used by visitors for picnics and sunbathing.

The croquet lawn is treated in much the same way as the ornamental lawns with additional work being undertaken to repair worn areas. The lawn is used twice per week (May to October) by the Dunstable Croquet Club and has been protected with a low wooden knee rail to deter people from walking and cycling across the area whilst croquet is being



played. The Town Council receives an annual hire charge income from the club to support maintenance of the area. Croquet remains a popular feature of the gardens with both the players and the visitors who enjoy watching the matches.

The central Victorian style pergola was added in 2008 to create both height and pleasing horticultural interest. It is planted with traditional rose varieties, honeysuckle and clematis (in memory of a past chairman of the Icknield Way Society) and provides a riot of colour in the summer months. The pictures below show the new pergola in 2008 and the mature pergola in 2017.



5.5.10 Historic Interpretation and signage

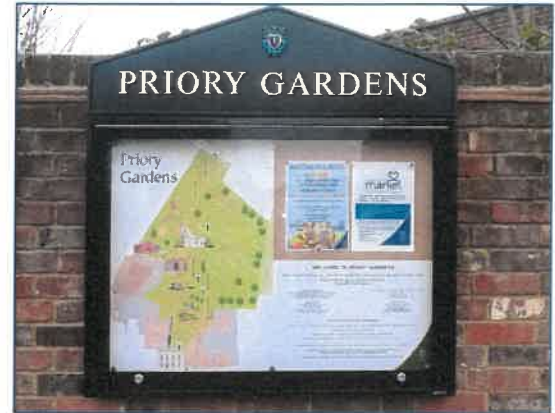


Typical interpretation lectern

Priory Gardens has six interpretation boards placed at various locations to provide visitors with information about the history of the site and its surrounding buildings. A local artist was commissioned to produce much of the artwork included on the boards. The lecterns have pictorial and written information to assist visitors to orientate themselves and to provide historical detail about the gardens features.

The lecterns themselves are in a style to complement the existing furniture and have been installed off the main paths in accessible but unobtrusive locations where they can be studied by visitors.

In addition to the interpretation lecterns notice boards are mounted on the ornate railings at the main High Street South entrance to provide community information to the gardens visitors. In 2014 the lecterns were supplemented by additional information signs about the gardens including a location plan, contact and emergency information, toilet provision and a space to put up posters or advertise events in the gardens.



5.5.11 Memorials and seating



The gardens include a number of commemorative benches purchased by local people and their kind donations have helped to provide some attractive and robust furniture in keeping with the status of the gardens. The gardens are also home to a memorial celebrating the Scouting movements Golden Jubilee and it depicts the direction of Brownsea Island, off the Dorset coast, where the first scout camp took place in 1907.

5.5.12 Access and Security

The gardens are very accessible on foot due to the extensive network of paths and access points. The pathways are in excellent condition many having been upgraded and resurfaced in recent years. The gardens are well lit with ornate lamp columns along key footpaths. CCTV cameras and lighting help to create a feeling of safety and security. The Council has recently installed a dropped kerb from the adjacent Church Street car park to improve access for disabled persons and carers.

5.5.13 Depot facility

The Council owns a small depot building within the gardens and this is conveniently located as a base for the current workforce responsible for looking after both Priory and Grove House Gardens and the extensive floral displays within the Town Centre. The depot building was re roofed in late summer 2013. A small rough ground area located adjacent to the depot is included in the Action Plan for resurfacing and general improvement.

5.5.14 Priory House Heritage Centre – Grade II * listed

Whilst this management plan does not relate directly to the management of Priory House it is recognised that the house and the gardens are together part of the wider customer experience and there is an interdependence between the two. A little of the history of Priory House is provided in Section 4 of this management plan.

This beautiful Grade II* listed house was purchased by the Town Council in 2004 and fully restored using Heritage Lottery funding. The ground floor contains a splendid thirteenth century groyne vaulted stone ceiling and there is also an original Tudor fireplace. It is believed that the stone ceiling is the only example of its type in a non-ecclesiastical building. The house provides a focal point for access to, and participation in, heritage activities in the town. It offers a fascinating insight into the incredible history of the area and beyond with a regular programme of events, demonstrations, talks and temporary exhibits.

The building houses the Tourist Information Centre for the southern part of Bedfordshire and also offers a unique gift shop which prides itself on having many locally made products for sale. One of the main features of the house is a fully licensed team rooms located within the setting of the historic groyne vaulted ceiling. It has wonderful views of the Priory Church across the gardens and in the summer months food and beverages are served outside on the terrace and the lawn.



Groyne vaulted ceiling in Priory House



Priory House Heritage Centre

6 Section 6 - Community

6.1 Current Users

Information on the gardens day to day visitors and their behavioural patterns is gleaned from informal observations and the general visitor survey undertaken each year since 2012. A copy of the questionnaire is provided at Appendix 3.

The 2016/17 on site survey undertaken with 50 visitors revealed the following information:

- 64% of visitors were very satisfied with the gardens overall whilst 36% were satisfied.
- The majority of respondents visit the gardens at least once a week or more often.
- The most popular entrance to access the gardens is via the gates at High Street South.
- The 5 main reasons for visiting the gardens are:
 - i) tranquillity, peace and quiet and relaxation
 - ii) to enjoy the plants and flowers
 - iii) using the gardens as a route to somewhere else
 - iv) exercise and fresh air
 - v) going to an event in the gardens
- 38 of the 50 respondents walk to the gardens with just 9 travelling by car.
- The top 5 things that people most like about the gardens are:
 - i) a peaceful place
 - ii) colourful flower displays
 - iii) a well maintained place
 - iv) the heritage and the church
 - v) the tea rooms
- The main things that people were most unhappy about were street drinkers, dogs not under god control, cyclists not sticking to the cycle path and litter.
- Suggested improvements included dealing with antisocial behaviour, a zebra crossing at High Street South to make access to the gardens easier and improving the war memorial.

6.2 Current Uses

Priory Gardens caters for a wide range of uses and the description of the gardens in section 5 of this plan provides a good indication of the many ways in which visitors enjoy the gardens. Usage can be broadly summarised as follows:

- Visiting a historical site.
- Informal recreation such as walking and light exercise.

- Picnicking, relaxing and sunbathing.
- Children's informal play.
- Passing through along a main town centre thoroughfare.
- Organised town events and community activities.
- Somewhere to sit, eat and meet.
- Bird watching and feeding and being close to nature.
- Marriage photography venue.
- Remembrance services
- Volunteer gardening on the Physic Border
- Love Parks Week venue

In addition Priory House provides visitors with a Tourist Information Centre, a tea rooms, a gift shop, a historical exhibition space (theme changes periodically) and themed events.

An extract of the Town Council events programme for 2018 showing the Priory Gardens events is provided in the table shown below. A full copy of the Council's wider events programme for 2018 is provided at Appendix 4.

DATE	EVENT	VENUE	ATTENDANCE (approx)
APRIL			
Saturday 21	St Georges Day Celebration	Priory Gardens	500
MAY			
Saturday 12	History Day – The Great War <i>Themed around the 100th anniversary of the end of the First World War</i>	Priory Gardens and Meadow	3000
JUNE			
Saturday 9	Classic Motor Rally <i>Very popular annual event showcasing pre-war to the 1970's vehicles.</i>	Priory Gardens	3000
Saturday 23	Priory Pictures <i>Outdoor film event</i>	Priory Meadow	2000
AUGUST			
Saturday 4	Priory Pictures <i>Outdoor film event</i>	Priory Meadow	2000
SEPTEMBER			
Saturday 8	Last Night of the Proms <i>Large Live Screen Event</i>	Priory Meadow	1500-2000
DECEMBER			
Friday and Saturday 7 and 8	Torchlight Procession, Carols and Mistletoe Magic <i>Turning on of the Christmas Tree Lights with a traditional carol service involving children from local schools. Priory House event on the Saturday using the house and gardens</i>	Priory House and Gardens and Town Centre	1000



Around the World, Car Rally and Proms in the Park 2017

6.3 Stakeholders and Partners

Dunstable Town Council is working with or actively developing new relationships with a number of groups and organisations across a range of activities and issues associated with the gardens. A full list of the Priory Gardens stakeholders is given below:

- Local residents and visitors to the town.
- Friends of Priory House and Gardens (FOPHAG).
- Dunstable Town Council and Central Bedfordshire Council elected members.
- Historic England
- Dunstable Joint Committee
- Bedfordshire Constabulary and the local Community Policing Team
- Event Organisers
- Promoting Dunstable and Dunstable in Bloom
- Bedfordshire Wildlife Trusts
- Priory Church Wardens and Ministry Team
- Manshead Archaeological Society
- Royal British Legion and War Veterans
- Dunstable Rotary Club
- Young Persons Uniformed Organisations
- Dunstable and District Local History Society
- Dunstable Town Guides
- Croquet Club
- Priory Middle School
- St Georges School
- Priory Play Group

- Dunstable Town Council officers and staff.
- Central Bedfordshire officers (including planners and archaeologists)
- Specialist and External Contractors and Suppliers.
- Adjacent Restaurant and Pub Owners

Community groups wishing to use the gardens for an event can do so by making a formal application using the Events Application Form shown in Appendix 5.

6.4 Friends of Priory House and Gardens

One of the most important and influential stakeholder groups is the Friends of Priory House and Gardens. The aim of the group is to support, promote and raise funds for both Priory House and Priory Gardens. Members are encouraged to become involved in a number of ways from becoming an active member of the committee to volunteering to help with activities and workshops, help raise funds for special projects or simply turn up to events and planned activity days.

The Friends have set up their own website www.friendsofprioryhouse.co.uk to promote, share and celebrate their activities and achievements.

The Town Council played an enabling role in setting up the group and they now meet on a regular basis in Priory House. They are a formally constituted 'Friends Group' separate from the Town Council and the Council is represented by two officers holding ex-officio membership. The Friends membership reached the 100 mark in December 2017. A copy of the constitution and minutes of meetings held is available at Appendix 6.

They have had some notable successes since they formed in 2011 including raising £50,000 to restore and protect the valuable wall paintings currently located in Priory House and securing £5,000 of local business funding towards providing the new oak gates on the Priory Gateway. In addition they have assisted Dunstable in Bloom with the planting and ongoing maintenance of the Physic Garden.

In conjunction with the Town Council and the Priory Church the Friends have developed and a range of Dunstable Heritage Tours for schools to encourage teachers and students to come along and learn about the heritage of the House and Gardens as well as the town. The subjects covered include the Priory Church, a history of the former Dunstable Priory, medieval Dunstable, the Tudors and Henry VIII, Priory Gardens, local characters, trade and transport and art and photography.

In 2018 the Friends have committed to raising funds to help renovate the town's war memorial as part of the celebration of the 100th anniversary of the end of the First World War. They will be launching a crowd funding page in March 2018 with a target of securing £50,000 towards the project. Graphics from the page are shown below.

HELP SECURE A FITTING MEMORIAL FOR THE TOWN'S FALLEN!
FRIENDS OF PRIORY HOUSE AND GARDENS DUNSTABLE

Dunstable's War Memorial
Unveiled in 1932 and funded by public subscription, time has taken its toll on the war memorial situated in Priory Gardens.

Centenary year
To mark the centenary of the end of World War I, the Friends of Priory House and Gardens, want to raise funds to refurbish the existing monument to make it a fitting memorial that commemorates the town's fallen.

Updating the plaques with missing names
Additionally, there are names omitted on the memorial plaques and the Friends wish to update these so that all the Dunsabians who have laid down their lives in the great wars are formally remembered.

Remembering the recent casualties
It is also planned to include an all service emblem creating an inclusive reminder for the whole community for those who have given their lives since the two wars.

By way of thanks
Everyone who donates over **£10** will receive one year's membership of Friends of Priory House & Gardens (which entitles you to 10% discount in Priory House Tea Rooms).
For anyone pledging **£25** and over will also have their name printed in remembrance booklet.
And, for anyone pledging **£500** and over will also have their name displayed on a dedicated lectern in Priory Gardens.

Please help
We hope that the Dunstable community will help us secure a fitting memorial this year, just as they did 66 years ago with the original memorial.

www.crowdfunder.co.uk/dunstable-war-memorial-refurbishment

Crowd Funding graphics produced by the Friends of Priory House and Gardens

6.5 Future Community Engagement Opportunities

The Council recognises that it is important to develop a range of different community engagement and participation opportunities for the gardens beyond the annual events programme. The following opportunities are included within the Action Plan.

- Working with Dunstable in Bloom and the Friends of Priory House and Gardens to replant and the knott garden feature and add it to the volunteer maintenance programme.
- Subject to obtaining relevant permissions, working with the local Manshead Archaeological Society, Historic England and the County Archaeologist to expose for permanent display a part of the former Dunstable Priory.
- Work closely with the croquet club to improve the quality, aspect and use of the croquet lawn.
- Organise, with support from the RSPB and the Wildlife Trust, a Big Garden Bird.

- Dunstable Men in Sheds group to make bird and bat boxes to install in existing trees.
- Use Priory Gardens as a venue for 'Love Parks Week' activities and for an 'Art Attack' as part of the Council's summer play activities programme.
- Work with Keep Dunstable Tidy and Central Bedfordshire Council to locate a glass recycling container in the gardens.



Art Attack Day 2017

7 Section 7 - Management and Maintenance

7.1 Management Arrangements

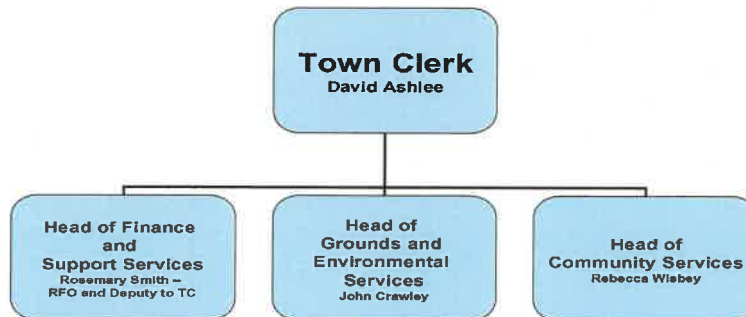
The gardens are owned and directly managed by Dunstable Town Council.

In April 2009 the Town Council reorganised its committee, management and reporting structures and arrangements and established three distinct services each led by a Service Head.

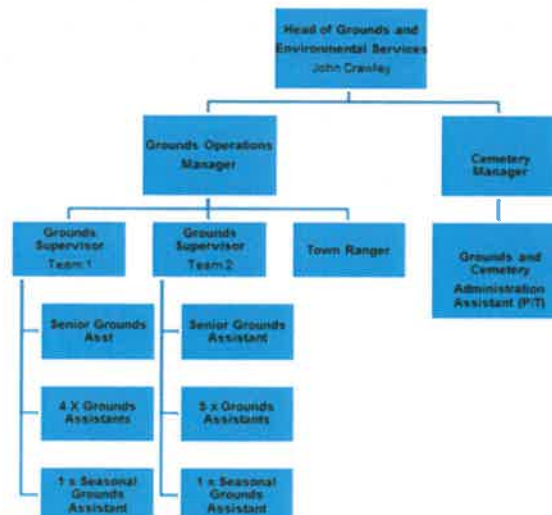
- Grounds and Environmental Services
- Community Services
- Finance and Support Services

The Town Clerk and the three Heads of Service form the Senior Management Team and the management structure is reflected in the committee structure.

Senior Management Team Structure



Following a restructure in 2012 the day to day operational management of the Grounds Service is led by the Grounds Operations Manager who has responsibility for two service teams each headed by a works supervisor.



Whilst for supervisory purposes there are two grounds teams the reality is that all grounds staff are available to work in the gardens as the need or work programme requires. The teams do not work in isolation.

Community Services is responsible for a range of services including events management, older people's services, younger people's services and town centre management. These services have an active part to play in the management and use of the gardens and there is significant cross organisational working between services and teams to ensure that appropriate and high quality services are delivered to the residents of Dunstable.

The Town Council also works very closely with the Police, Central Bedfordshire Council and other agencies to address issues associated with safety, antisocial behaviour and security through a specially convened problem solving group. The group monitors unacceptable activity and crime on a monthly basis through intelligence sharing and multi-agency interventions can be organised quickly to tackle problem areas.

In February 2013 The Town Council secured Investors in People status at the standard entry level. The Council's Senior Management team has been working closely with the assessor to develop an improvement programme to achieve a higher status level in years to come.

7.2 Maintenance Arrangements

With the exception of lighting maintenance and tree management all grounds maintenance and cleansing activity is undertaken by the in-house maintenance teams.

Lighting within the churchyard is the responsibility of Central Bedfordshire Council and tree management is undertaken by specialist companies.

In addition the Council has retained the services of a Property Management and Building Consultancy to assist with management and maintenance of all the Council's buildings. The Council also employs specialist contractors for major refurbishment and renewal works such as the recently refurbished Priors Gateway.

The grounds teams are responsible for delivering day-to-day maintenance of the gardens including grass cutting and fine turf maintenance, floral display planting, watering and weeding, shrub border maintenance and pruning, minor tree works, litter collection and bin emptying, sweeping and cleaning, play area inspections and maintenance and minor improvement works.

The Council has established a Town Ranger service to provide a quick response reactive service to local residents to deal with graffiti, fly tipping, cleaning and general vegetation management around the town and within the wider public realm.

The Town Ranger provides the Council with a quick response mechanism for both its own land and the wider public realm and the service has proved invaluable in dealing with issues as they have arisen in the gardens. In 2016 an additional Town Centre Ranger was established to work entirely in the Town Centre area including Priory Gardens. The new Ranger is equipped with a good range of specialist equipment including a street sweeper, trailer mounted pressure washer and an all-terrain utility vehicle.



A summary of the maintenance operations and an 'at a glance' programme of works for Priory Gardens is available at Appendix 7.

7.3 Health and Safety

Over the last 5 years the Council has made significant improvements in its management of Health and Safety issues and responsibilities. The Council has a contract with a specialist Health and Safety consultancy to provide robust support and advice on a range of health and safety related matters. Key officers of the Council meet on a regular basis as an internal Health and Safety Advisory Group (HASAG) to deliver further Health and Safety improvements.

A copy of the Council's Health and Safety Policy Statement, a list of work related risk assessments, example of an event risk assessment and a site specific risk assessment for the Gardens are available at Appendix 8.

A specific safety requirement of the churchyard is the inspection of memorials to ensure that they are in a safe condition. This is undertaken every five years in accordance with Ministry of Justice guidance and best practice. The Council's Operations Manager is ICCM trained in memorial safety testing and a full assessment was completed in January 2018. All memorials were found to be in a stable condition. A copy of the test findings is available at Appendix 9.

7.4 Sustainable Management

The Council recognises the importance of ensuring that the impact of its activities on the wider environment is managed and where possible reduced. The Council adopted an Environmental and Sustainability Policy in June 2016 and a copy of the policy is available at Appendix 10.

The following arrangements have been adopted to support the policy.

Pesticide Usage

The use of herbicide on hard surfaces is kept to a minimum by ensuring that applications are undertaken on a spot treatment basis rather than coverage of a whole area. Furthermore, the spot treatment is only undertaken on instruction from the Operations Manager where difficult perennial weed cannot easily be removed by hand. The primary method of weed control is by hand and is achieved through good husbandry. Herbicide is not used on any planted areas.

Use of Horticultural Peat

The Council has significantly reduced the use of peat within the last few years. All bedding plants, hanging baskets and containerised displays are now grown in a 50% peat reduced compost.

Water Saving Techniques

Watering of floral displays is undertaken on an as required basis to maintain plants in a good condition. Unnecessary watering is avoided at all times. Where watering is required this is carried out early in the morning to reduce loss of water through evaporation.

Composts incorporate water retaining gels and crystals to assist in reducing the need for watering. Pole and barrier baskets contain reservoirs to retain water. All outside taps are securely locked when not in use.

Waste and Recycling

Green waste arising from grounds maintenance operations is disposed of at a nearby transfer station where it is further reprocessed at a composting facility. The Council has also established a contract with a confidential waste shredding supplier to dispose of all waste paper in a responsible manner.

Vehicle Management

The Council has adopted a vehicle management policy which is provided in Appendix 11.

The policy seeks to ensure a responsible approach to procuring and maintaining the Councils vehicles and plant and requires that the procurement of new vehicles takes account of the opportunities to use eco-friendly fuels and other green

technologies including construction and disposal. In addition the Council will maintain a responsible vehicle fleet age profile of 4 to 10 years.

Procurement of Goods and Services

In order to support the local economy the Council encourages purchasing at a local level.

7.5 Ecological Management

The habitats within the Priory Gardens represent a typical post war parkland or pleasure garden and there are no valuable areas of semi-natural habitat present.

The 1999 Historical Restoration Management Plan for the gardens which was never enacted due to a failure to secure adequate heritage funding contains an ecological survey of the site undertaken in 1998. A copy of the survey is available in Appendix 12 of this document. Whilst the survey is now nearly 20 years old it does provide some basic baseline information which is still relevant today. The survey would benefit from being updated and new prescriptive management opportunities developed to raise the ecological and bio diverse nature of the gardens. This action is included within the Action Plan.

The Council recognises the valuable input and advice given by previous Green Flag judges and the action plan also includes increasing the width of mowing margins along the boundary meadow to allow grasses and wildflowers to develop and mature, install bird and bat boxes, establish a wildlife hedgerow and find new ways to plant replacement trees so that they do not damage hidden archaeology.

7.6 Heritage Management

Priory Gardens is located within a designated conservation area, is a scheduled ancient monument and is associated with a number of listed buildings. It has important historical and heritage links associated with key moments in history including the court hearing to annul the marriage of Henry VIII to Catherine of Aragon which took place in the Lady Chapel of Dunstable Priory. The chapel was located behind what is now the Priory Church of St Peter. The history of the site is well researched and documented and there has been significant archaeological activity on the site within the last 60 years.

The Priory Church of St Peter and the Churchyard Gateway are Grade 1 listed buildings and along with the Grade 2* listed Priory House make a very important contribution to the setting of the Priory Gardens. The schedule ancient monument and conservation area status place significant restrictions on the development of the gardens whilst at the same time affording them significant protection.

The Council recognises the important and valuable contribution that the gardens and the heritage structures make towards promoting the town's culture and heritage. The Council therefore seeks to maintain a robust and close working relationship with local planning officers, Historic England, the Dunstable and District History Society, the Town Guides and the Friends of Priory House and

Gardens education team to ensure that the future development of the gardens is in keeping with planning policy and strategy and the aspirations of local people. This is taken account of within the Action Plan.

The Council has recently worked closely with English Heritage and the County Archaeologist to restore the historically important Priory Gateway. The works were completed in late 2015 at a cost of £54,000 of which £19,900 was grant aided by English Heritage. As a consequence the Priory Gateway has been removed from the Heritage at Risk register.

A copy of the Conservation Area status and the Oxford Archaeological Unit desk top survey of 1999 is contained within Appendix 13.

7.7 Antisocial Behaviour Issues

Like many Parks and Gardens around the country Priory Gardens is not immune to antisocial behaviour. Whilst such behaviour does exist it is not the case that it is out of control and it is considered to be largely low level activity. However, antisocial behaviour is high on the list of things that people have said they do not like about the gardens. As previously stated the Council works in close partnership with other agencies to monitor and tackle such behaviour. The type of antisocial behaviour occurring in the gardens includes the following:

- Littering.
- Street drinking.
- Cyclists cutting across the gardens as a short cut rather than using the designated cycleway.
- Dogs not under control / off the lead

In 2016 and 2017 the Council worked closely with the CBC Antisocial Behaviour team and the Police to tackle street drinking and dogs off leads. A range of enforcement notices and bans were made against individuals to prevent them from entering the gardens.

A number of other arrangements and infrastructure are in place to deter antisocial behaviour including:

- Two number CCTV cameras located in the gardens and on the house to provide 24/7 monitoring.
- Good lighting coverage to the main routes across the gardens.
- CBC Enforcement Officers are able to visit if requested to tackle littering.
- Town Council staff undertake litter picking each morning seven days per week and a late afternoon scavenge for litter during the summer months can be carried out by the Town Ranger service.
- Council staff give out black waste liners to groups of youths to deposit their litter in alongside the many bins that are available.
- The Council is able to respond quickly to vandalism and has introduced a Freephone number for visitors to report incidents.

- The gardens are designated as an alcohol control zone and the police are able to enforce this by confiscating alcohol.
- Police regularly patrol the gardens.

Whilst these interventions do not completely eradicate antisocial behaviour collectively they go some way to tackling and mitigating the effects of antisocial behaviour.

7.8 Repair and Maintenance of Gardens Infrastructure.

The built infrastructure assets associated with the Priory Gardens include:

- The Priory Gateway
- Churchyard headstones and non-church structures.
- Footpaths
- Lighting
- Depot Building
- War Memorial

As the gardens are a Scheduled Ancient Monument (SAM) all major repairs and alterations require scheduled monument consent from Historic England. The Council has developed a good working relationship with the County Archaeologist and Historic England officers to ensure that repairs alterations and new initiatives are appropriate for the site and preserve or enhance the heritage value of the gardens.

The Council has the support and guidance of retained building consultants and they are currently supporting the planned improvements to the War Memorial scheduled for 2018.

The Central Bedfordshire Highway team with support from Ringway Jacobs provide advice and support to the Town Council on the resurfacing of footpaths and the maintenance of lighting. The council is also working very closely with the CBC team responsible for improving the High Street including a proposed crossing direct to the gardens.

The Priory Church Council provides the Town Council with a quinquennial report on the condition of the Priory Churchyard and closed cemetery. In 2013/14 the Council set up a capital reserve of £5,000 per annum to assist with funding future the infrastructure maintenance for the gardens and the churchyard.

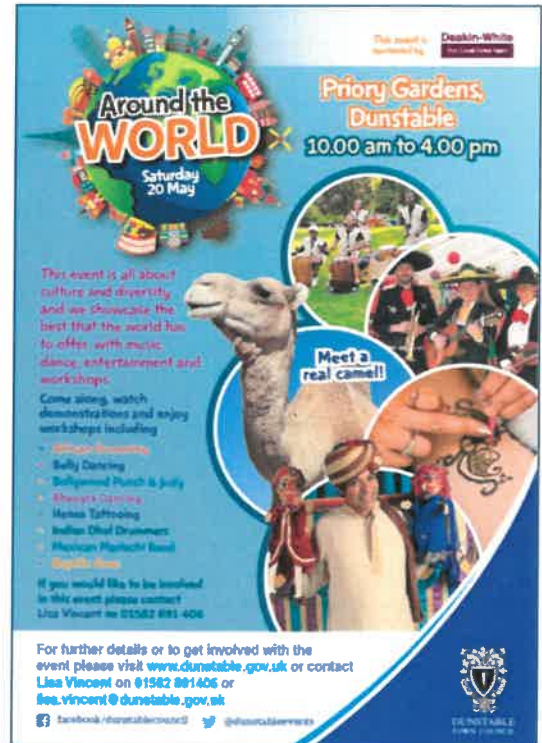
It is considered that the Council has access to a great deal of expertise associated with managing the infrastructure of the Priory Gardens and has secured appropriate arrangements with retained specialists.

8 Section 8 – Marketing and Promotion

8.1 Event Promotion

The Priory Gardens is an important outdoor cultural events space within Dunstable and the Council has developed an extensive events programme for the site. The Council publishes a programme of Council events each year in its spring edition of Talk of the Town. Other organisations using the gardens make their own arrangements to publicise their events. However, the Council is happy to use its social media outlets and noticeboards to support these organisations with their publicity needs.

The events programme is promoted in a number of ways and these include press advertising, posters and flyers, articles on the Councils web site, radio and other media coverage and articles in the Councils free quarterly newspaper Talk of the Town. Promotion of specialist events is undertaken in partnership with various organisations to assist in reaching wider audiences.



8.2 Media Coverage

Media coverage is largely limited at present to publicity and promotion of events within the gardens. Local radio is used extensively for this type of promotion and with BBC Local Radio having recently established its offices in the town the Council has developed a strong partnership with producers and presenters.

Green Flag achievements are well communicated to the media via the Green Flag generic template.

8.3 Web and Social Media

The Councils web site www.dunstable.gov.uk is set up to provide details of all parks, gardens and open spaces within Dunstable which are managed directly by the Council. Specific pages have been allocated to Priory Gardens and Priory House. The action plan includes a specific action to develop and refresh the pages to improve the promotion of the gardens. A copy of this management plan is available in PDF format on the web site.

Facebook and twitter are used extensively to promote activities and they have a combined following of nearly 2800 followers.

The Council's web site also hosts a link to the Friends of Priory House and Gardens web site and can be accessed via www.friendsofprioryhouse.co.uk.

8.4 Signage

Signage both within the gardens and on adjacent main roads is considered to be of significant importance in promoting this space. The Council has noted the comments from previous judges and is working with colleagues in Central Bedfordshire Council to install new information boards and finger post signage in the town centre as well as improved directional road signage for drivers.



The gardens are well served with high quality interpretation signs at various locations around the gardens. They detail the history and heritage of the site and provide information about the gardens.

Dunstable Town Council information and display case signs are located at the main entrance to the gardens at High Street South on both sides of the railings so that those persons entering and leaving the site are made aware of future events and activities taking place in the gardens and at other locations in the town.

Spring 2014 saw the introduction of additional signs at all other entrances providing further directional information and general information to visitors.

8.5 Audio Visual Guides

The 2013/14 Medieval Dunstable project funded by the Heritage Lottery Fund included the purchase of audio visual guides to allow visitors and school parties to take a tour of the remains of the former Dunstable Priory. The audio equipment is available from the Priory House Heritage Centre free of charge. On the ground the remains are marked with white lines to show the outline of the former buildings and each room is marked with a plaque in the ground giving the name of the room.

This significant improvement to the interpretation of the heritage and history of the gardens was achieved with support from the local archaeological and history societies.

8.6 Place in the Market

With regard to the events programme the Council takes great care to research other event programmes in the area so that it is not in direct competition with other organisations. Where possible events are complimentary to other local events or

cover a gap in the market. The Classic Car Rally held each year in the gardens is planned for the same day as the Dunstable Truck Festival driving through the town so that audiences can enjoy two similar and complementary events on the same day.

9 Section 9 - The Six-Year Action Plan

9.1 Aims and Objectives

In order to achieve the Town Council's vision set out in the Corporate Plan the Council has set the following key priority for green open space in Dunstable:

'To improve further and develop the provision of green and open space in the town'

In particular the Council's Corporate Plan further recognises the need to ensure that the management of parks, cemeteries and open spaces within Dunstable is improved and new services are developed. More specifically the Council has identified a desire to retain Green Flag status for Priory and Grove House Gardens as a means to deliver both wider and specific objectives. The Council has further identified the desire to achieve Green Heritage status for Priory Gardens and the Action Plan is designed to move the organisation towards that goal.






























The Council recognises and appreciates the need to work towards achieving the following within Priory Gardens if it is to succeed in delivering its own vision and objectives.













- A welcoming place
- A healthy, safe and secure place
- A well maintained and clean place
- A sustainable place
- A place of conservation and heritage
- A place where the community can be involved
- A well marketed place
- A well-managed place

Much has already been achieved through the first five-year action plan. This new action plan is therefore set out to clearly identify how further progress can be made over the next six year period.

A Welcoming Place

In order to ensure that the gardens are a welcoming place which people wish to visit the action plan seeks to improve, develop and enhance those aspects of the gardens which currently contribute to this objective. These are outlined below:

Objectives and Actions	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Notes, Partners and Funding
First Impressions							
Ensure that visitors to the town are easily able to find the gardens by ensuring adequate directional signage is in place.							Emerging town centre refurbishment plans include new directional signage for key landmarks and venues including Priory Gardens. DTC investing £70K in new signage.
Annually clean all furniture and signage.							Town Ranger activity spring clean activity using existing revenue funding.
Provide attractive and colourful floral displays at key access points and intersections within the gardens.							Consider options for locating new / additional bedding displays to supplement existing.
Provide new entrance overthrow at the High St entrance to better promote the gardens and make them more visible.							Project ongoing in February / March 2018 using £30K MTRF grant funding.
Access to Information							
Provide up to date local information on all notice boards located in the gardens.							Town Ranger to refresh notice boards month.
Something for Everyone							
Provide a comprehensive events programme to cater for a wide range of audiences							The annual events programme for Priory Gardens includes a St. George's Day celebration, a History event which for 2018 is a First World War anniversary event, a Classic Car Motor Rally, two outdoor cinema events and Proms in the Park celebration.

Objectives and Actions	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Notes, Partners and Funding
Something for Everyone (Cont.)							
Organise 'Love Parks Week' community engagement and other summer activities for Priory Gardens.							DTC Community Engagement team to hold Art Attack day and partner with Friends of Priory House and Gardens and Town Guides to organise further activities.
Review event satisfaction surveys to inform future events programmes.							Events and Grounds teams to review event and customer satisfaction surveys every second year to inform future plans.
Safe and Secure							
Remove conifer hedge alongside car park to open up view and vistas of the Church and Gardens. Replace with lower shrub roses							Consult with Historic England and Croquet Club first
Non-Discriminatory Access							
Identify options to improve seating provision to accommodate people with differing needs such as wheelchair access and mobility restrictions.							Seek advice from local Disability Resource Centre. £10,000 Unsecured capital
Introduce braille to existing information lectern's when replacing information panels.							Seek advice from RNIB. £2,000 Unsecured capital

















A Healthy, Safe and Secure Place












Recognising that one of the barriers to people visiting the gardens will be a fear for their own personal safety and security it is considered essential that these fears and perceptions are allayed.

Whilst the gardens already have some lighting and CCTV, are well maintained and, an alcohol ban is in enforceable it is important that acts of antisocial behaviour are addressed quickly so that they do not become the norm.

In addition it is important that all facilities and equipment are maintained in a safe condition and that all working practices have been adequately risk assessed to safeguard both employees and the general public.

The gardens also represent an opportunity for visitors to pursue a healthy lifestyle through walking and general exercise. Areas set aside for quiet reflective contemplation in an attractive environment are also recognised as important in achieving a balanced stress free lifestyle. With these thoughts in mind the following actions are included within the Action Plan:























Objectives and Actions	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Notes, Partners and Funding
Personal Safety							
Work with partner agencies such as CBC and the Police to develop suitable enforcement protocols and procedures to tackle antisocial behaviour as the need arises.							Partner with CBC and Bedfordshire Police to develop emerging Community Protect Notice procedures.
Consider options to improve / install lighting along Physic Border pathway and through Priory Churchyard							Work in partnership with CBC on Priory Churchyard lighting
Deal quickly with vandalism and littering in line with the principles of the 'broken window' syndrome.							Use in-house grounds staff and Town Ranger to provide a quick response. Existing secure revenue available.
Reduce height and width of Bridal Path hedge to deter rough sleeping and drug taking							Discuss with Historic England and CBC tree officer. Consider phased approach to reduction.









Objectives and Actions	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Notes, Partners and Funding
Managing Risk							
Complete an annual review of all grounds and site related risk assessments.							Internal Health and Safety Advisory Group monitors progress.
Improve depot building security.							Link alarm to monitoring station and review window and door security
Undertake audit inspection of all footpaths and hard surfaces.							In accordance with insurance company advice

A Well Maintained and Clean Place

Dunstable Town Council is committed to providing cleaner, safer and greener public open spaces in line with successive the Government agendas for Green Space. The Council recognises that a well maintained and clean gardens makes a positive contribution to achieving many of the ambitions, objectives and actions associated with achieving a Green Flag for Priory Gardens.
























As an important open space for outdoor events and with its proximity to the town centre it is essential that this high profile site is maintained to the highest possible standards. Maintenance regimes for grounds and cleansing already reflect this need and the actions outlined below are designed to support the continuation of high standards and where possible enhance them.

Objectives and Actions	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Notes, Partners and Funding
Litter and Waste Management							
Work in partnership with other agencies, organisations and local businesses to deter littering in the gardens.							CBC as enforcement partners. Assist Promoting Dunstable with the Keep Dunstable Tidy campaign. Great British Spring Clean campaign 2018
Introduce monthly mechanical sweeping of all paths and hard surfaces							Utilise Town Centre Ranger and equipment
Replace metal litter bins with general waste and recycling split bins							
Grounds Maintenance and Best Horticultural Practice							
Maintain existing high standards of maintenance by establishing comprehensive work programmes for all open spaces.							Head of Service and Operations Manager in partnership with working Supervisors to establish realistic programme. Review bi-annually
Maintain a skilled workforce establishment.							Use annual performance appraisals to identify skills gaps and develop a comprehensive training programme for grounds staff.

Objectives and Actions	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Notes, Partners and Funding
Grounds Maintenance and Best Horticultural Practice (Cont.)							
Manage the tree stock in a planned and proactive manner to ensure that it remains in a good, safe condition							Use the 2018 and subsequent survey recommendations to develop a planned programme of inspections and maintenance works.
Redesign / replant Knott Garden feature and introduce herbs for Priory House chef to use.							In-house grounds team with secured revenue funding. £500.
Repair / replace carpet bed structure.							In-house grounds team with secured revenue funding. £1000.

Environmental Management and a Sustainable Place

In order to establish sustainable principles within the management of the Priory Gardens the Council will continue to challenge the current arrangements for pesticide use, waste disposal, peat usage and conservation of resources.










Objectives and Actions	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Notes, Partners and Funding
Environmental Management							
Consider options for locating a glass recycling bring centre in the gardens to encourage more recycling.							Discuss with CBC waste officers and Historic England
Consider feasibility for capturing rainwater for re use to irrigate bedding displays							Depot roof options.
Consider options for introducing battery powered hand tools to reduce fuel use and noise pollution.							Operations Manager to review options on market and consider benefits and limitations. As part of equipment replacement programme.
Ensure peat reduced composts are used for growing annual bedding plants and floral display container.							Contained in supply contract specifications.
Ensure herbicide treatments to hard surfaces are spot treatments only and ensure all horticultural displays beds are hand weeded only.							
Compost leaves for reuse as soil conditioner in horticultural displays beds.							Leaves are composted for 12 to 24 months at Dunstable Cemetery depot
















A Place of Biodiversity, Landscape and Heritage

Priory Gardens is located within a designated conservation area, is a Scheduled Ancient Monument and is associated with a number of listed buildings. It has important historical and heritage links associated with key moments in history including the pronouncement of the divorce of the marriage of Henry VIII to Katharine of Aragon which is said to have taken place in a chapel behind what is now the Priory Church of St Peter. The history of the site is well researched and documented and there has been significant archaeological activity on site within the last 60 years.

The Priory Church of St Peter and the Priory Gateway are Grade 1 listed buildings and along with the Grade 2* listed Priory House make a very important contribution to the setting of the Priory Gardens. The schedule ancient monument and conservation area status place significant restrictions on the development of the gardens whilst at the same time affording them significant protection. As well as the heritage value of the gardens it is also recognised that they play an important part in providing an urban habitat for birds and other wildlife.
























The Council recognises the important and valuable contribution that the gardens make to promoting the towns cultural and heritage identity and to conserving and improving biodiversity and this is taken into account within the Action Plan.
















Objectives and Actions	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Notes, Partners and Funding
Heritage							
Continue to manage and maintain the gardens to ensure that the heritage features are well presented within the landscape.							This will include regularly marking out the Priory remains to show the extent of the former Augustinian Priory, keeping interpretation boards in good repair, maintaining the condition of the Priory Gateway.
Refurbish the War Memorial to improve the overall appearance and to add missing names to the roll call plaques.							Working in partnership with FOPHAG, Royal British Legion, Dunstable History Society and Dunstable Rotary Club. £50,000 secured funding. Crowd funding option under consideration.
Better promote the gardens, the former Augustinian Priory and the Priory Church's links and associations with key historical events.							

Objectives and Actions	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Notes, Partners and Funding
Heritage							
Consider options to permanently expose archaeology for public viewing							Seek permissions from Historic England and County Archaeologist. Work closely with local archaeological and history groups
Nature Conservation							
Increase width of mowing margins to establish larger meadow grass areas along boundaries.							Operations Manager to introduce differential mowing regimes.
Install bird and bat boxes in existing trees							Use Men in Sheds project to make boxes
Find ways to plant new trees in and around areas of sensitive archaeological importance to maintain longevity of tree stock / cover.							Discuss with Historic England and County Archaeologist.
Establish wildlife hedge along Priority Road boundary to create improved habitat / cover for nesting birds							Discuss with Historic England and County Archaeologist.
Undertake a full ecological survey of the gardens to establish baseline data.							Local Wildlife Trust

A Place Where the Community can be Involved
































The Council recognises the importance and benefits of working in partnership with all sections of the community and engaging with hard to reach groups. In addition the Council wishes to encourage a wide variety of individuals and organisations to use the gardens for both passive and active leisure and recreational opportunities. It is anticipated that both use and partnership working will take many forms. The community will be encouraged to visit the gardens for special events, participate in hands on management and maintenance, become involved in historical research, inform decision making and enjoy the park for what it is; a great place to visit, relax in or pass through.
















Objectives and Actions	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Notes, Partners and Funding
Knowledge of Users and Patterns of use.							
Undertake annual user satisfaction surveys.							
Encourage and Enable Community Involvement and Use							
Support the work of the Physic Border gardening volunteers.							
Use the gardens as the venue for a comprehensive annual events programme.							The annual events programme for Priory Gardens includes a St. George's Day celebration, a History event which for 2018 is a First World War anniversary event, a Classic Car Motor Rally, two outdoor cinema events and Proms in the Park celebration.
Make the gardens available for non-Town Council community events organised by local groups and charities.							Events application procedure in place. Not for profit uses are not charged a hire fee. Opportunity to develop 'Love Parks Week' activities
Make the gardens available for summer play activities organised by the Council.							The DTC summer play activities team have identified the gardens as a suitable for this type of activity.

Objectives and Actions	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Notes, Partners and Funding
Encourage and Enable Community Involvement and Use (Cont.)							
Support and work closely with the Friends of Priory House and Gardens (FOPHAG)							The Grounds and Community Services teams work closely with FOPHAG and regularly attend meetings and support activities.
Work closely with the Croquet Club to improve the quality, aspect and use of the croquet lawn							Good links already established with the club.
Review volunteering opportunities and procedures and streamline processes.							Internal review.
Organise a Big Garden Birdwatch or Badger Watch type event							RSPB or Wildlife Trust are potential partners.

A Well Marketed Place

























As an important heritage centre in the region and a well-used outdoor events space in Dunstable the marketing and promotion of the gardens is seen as essential to ensure that the gardens maintain their good reputation and continue to deliver high quality and appropriate facilities. A regular supply of up to date information for users is key to achieving good promotion. The following objectives are included within the Action Plan.







Objectives and Actions	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Notes, Partners and Funding
Sharing Information Refresh existing web site pages to include a copy of this Management Plan.							In-house staff to update and refresh pages on an ongoing basis. Bi-annual update of all gardens related content. Work to be linked to rebuild of DT website in early 2018.
Regularly report information to Elected Members							Head of Service to include update on gardens in grounds information report to GES Committee on 5 occasions per year.
Make regular use of information boards in the gardens and the local vicinity to post information.							Town Ranger to assist with distribution and posting.
Regularly update Green Flag website specific pages with news and events							
Use digital media to create a 360 degree panorama / drone video of the gardens.							Add features to new website pages.
Promoting Events Publicise the annual events programme through a range of media.							In-house Events and Marketing team using newspaper wraps, town and garden notice board posters, Talk of the Town Council magazine articles, social media posts, website and radio / TV promotion.

Objectives and Actions	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Notes, Partners and Funding
Promoting Events (Cont.)							
Consider new ways of promoting the gardens for new uses such as art classes, wedding photo venue, local school trips and guided tours.							Work with the church, the local college, schools and Town Guides.
External Accreditation							
Retain Green Flag accreditation							Annual entry with bi-annual full assessment.
Enter the gardens into the regional Anglia in Bloom awards to secure Best Open Space / Small Park accreditation							Annual entry and specific Small Park category award. Gold status in 2016 and 2017

A Well Managed Place

Dunstable Town Council is committed to managing Priory Gardens to the standards set out in 'Raising the Standard' – The Green Flag Award Guidance Manual. The Council recognises the need to have a clear and unambiguous site specific management plan in place which is well communicated and shared with partners and stakeholders. In seeking to manage the gardens to these standards the following objectives and actions are contained within the Action Plan.

Objectives and Actions	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Notes, Partners and Funding
Decision Making							
Maintain a 'golden thread' of communication between management, employees and elected members so that timely and appropriate decisions are made about future developments.							Achieved via GES Committee, weekly Senior Management Team meetings, monthly grounds operations meetings, 6 monthly staff performance reviews, job chats, quarterly Town Clerks Information Digest and All Staff Meetings, staff suggestion scheme.
Retain Investors in People accreditation.							External assessment via IIP assessor
Financial Management							
Monitor annual revenue expenditure on a quarterly basis.							Head of Service and Finance team
Develop a capital expenditure programme and secure internal and external funding.							Elected Members, Head of Service and Finance team.
Review and refresh options to generate additional income.							Head of Service
Managing Risk							
Maintain and update a Corporate Risk Log for the organisation.							Senior Management Team update annually each June and Elected Members sign off at Full Council along with Annual Report.

Objectives and Actions	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Notes, Partners and Funding
Decision Making							
Performance							
Capture performance indicator data specific to the gardens.							Head of Service

The Six-Year Finance Plan

The six-year finance summary detailed in the tables below is based on a number of assumptions namely:

- All maintenance and salary costs are reviewed annually and are set in accordance with previous years out turn figures and planned objectives. Typically they remain the same year on year for several years.
- Salary costs are typically inflated annually between 1% and 3%. For the purposes of this plan they are inflated by 2% each year.
- One third of the budgeted costs for the maintenance of the Town Centre and Town Centre Gardens are allocated to managing Priory Gardens. Priory Gardens does not have its own separate budget allocation.

Revenue Expenditure

Description	Status	£ 2018/19	£ 2019/20	£ 2020/21	£ 2021/22	£ 2022/23	£ 2023/24
Salaries and Staff Costs	Secured	40,140	40,942	41,760	42,595	43,446	44,314
Repairs and Maintenance	Secured	2,666	2,666	2,666	2,666	2,666	2,666
Tools and Equipment	Secured	666	666	666	666	666	666
Depot Facilities	Secured	400	400	400	400	400	400
Telephones	Secured	333	333	333	333	333	333
Vehicle Maintenance and Fuel	Secured	3,533	3,533	3,533	3,533	3,533	3,533
Floral Displays	Secured	7,500	7,500	7,500	7,500	7,500	7,500
Waste Disposal	Secured	2,900	2,900	2,900	2,900	2,900	2,900
CCTV	Secured	750	750	750	750	750	750

Revenue Income

Description	Status	£ 2018/19	£ 2019/20	£ 2020/21	£ 2021/22	£ 2022/23	£ 2023/24
Ice Cream Concession	Secured	600	600	600	600	600	600
Income from external contracts (3 years)	Secured	5,150	5,150	5,150			
Croquet Hire	Unsecured	1,500	1,500	1,500	1,500	1,500	1,500

Allocated Capital Reserves

The following table shows the financial resources that will be set aside each year as allocated capital reserves available to Grounds and Environmental Services. They are separated into various reserve categories but have not been allocated for specific projects or activities. The Grounds and Environmental Services Committee makes decisions on specific spending allocations based on officer recommendations. The table also includes secured funding for specific projects.

Allocated Capital Reserve	Status	Balance 17/18	£ 2018/19	£ 2019/20	£ 2020/21	£ 2021/22	£ 2022/23	£ 2023/24
Vehicle and Equipment	Secured	45,932	20,000	20,000	20,000	20,000	20,000	20,000
Fencing Renewal	Secured	956	1,000	1,000	1,000	1,000	1,000	1,000
Churchyard	Secured	19,861	5,000	5,000	5,000	5,000	5,000	5,000
Open Spaces and Play Improvements	Secured	35,866	15,000	15,000	15,000	15,000	15,000	15,000
Tree Management	Secured	30,233	5,000	5,000	5,000	5,000	5,000	5,000
Priory Gardens entrance overthrow	Secured	£40,000	Nil	Nil	Nil	Nil	Nil	Nil
Dunstable War Memorial	Secured	Nil	£50,000					

10 Section 10 - Monitoring and Review

10.1 To ensure that this management plan remains current and relevant and achieves its objectives the following monitoring and review arrangements will be implemented.

10.2 Annually

- Retain Green Flag status year on year.
- Include the gardens within the In Bloom portfolio and competition to achieve continuous accreditation for town wide environmental activity and maintain the gardens profile.
- Keep accurate written and photographic records of all events, projects and initiatives associated with the gardens.
- Bi-annually review and refresh the action plan in line with Green Flag judging visits.
- Report progress on the action plan to the Grounds and Environmental Services Committee.
- Update and review all relevant risk assessments.
- Monitor and record customer satisfaction levels.
- Monitor and record numbers attending events.
- Monitor revenue and capital allocated expenditure and income.
- Monitor key performance indicators.

10.3 Every Six Years

- Fully review and redraft the management plan to ensure that it remains in line with current corporate and wider regional and national objectives.

10.4 Evidence

The following evidence of monitoring and review is provided for information.

10.4.1 Retain a Green Flag

Priory Gardens achieved Green Flag status in 2011 at its first attempt and this status has been retained in subsequent years to 2017.



10.4.2 In Bloom

Dunstable achieved a Gold Medal in the regional Anglia in Bloom Competition in the first year of entering and over an eight year period has received six Gold and two Silver-Gilt medals. Priory Gardens is regularly inspected by the In Bloom judges and has achieved two gold medals in the Best Parks category in 2016 and 2017.

10.4.3 Photographic Records

A photographic record is maintained by the Town Council covering all events that take place in the gardens each year. Some of these are included within this management plan and can be made available to the judges on request.

10.4.4 Refresh Action Plan

The plan contained in this document has been redrafted to mop up a small number of outstanding actions from the previous plan and to include new objectives and actions. The plan also takes account of previous judge's advice and comments on future actions and opportunities.

10.4.5 Reporting to Committee

A regular information report is presented to each Grounds and Environmental Service Committee on 5 occasions per year.

10.4.6 Update and Review Risk Assessments

This is an ongoing process managed through a Council wide Health and Safety Advisory Group (HASAG) with support from a Health and Safety consultancy company who have been retained by the Council.

10.4.7 Monitor and Record Customer Satisfaction Levels

The first satisfaction survey was completed in spring 2012 using a small sample of just 11 visitors. Promoting Dunstable and FOPHAG have since carried out a 50 user survey each year on behalf the Council. The 2018 survey will be supplemented by an online 'Survey Monkey' style survey.

10.4.8 Events Attendance

The attendance figures shown for 2018 events programme in section 6.2 of this plan are based on figures recorded for similar events that took place in previous years.

10.4.9 Budget Monitoring

This is ongoing throughout the year on a monthly basis as part of one to one sessions with mangers and supervisory staff. A quarterly financial monitoring

report is presented to the Finance and General Purposes Committee as part of the Councils overall budget monitoring arrangements.

10.4.10 Performance Indicators

Whilst there are no specific indicators related directly to Priory Gardens in place at present the Council has developed wider indicators across all service areas. These are contained in the current Corporate Plan.

