



Hampstead Heath, Highgate Wood and Queen's Park Committee

Date: MONDAY, 18 MAY 2015

Time: 11.30 am

Venue: COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

Members:

Deputy John Barker	Deputy Alex Deane (Ex-Officio Member)
Karina Dostalova	Councillor Melvin Cohen (London Borough of Barnet)
Revd Dr Martin Dudley	Martyn Foster (Royal Society of the Protection of Birds)
Ann Holmes	Councillor Sally Gimson (London Borough of Camden)
Clare James	John Beyer (Heath and Hampstead Society)
Edward Lord	Maija Roberts (Open Spaces Society/Ramblers' Association)
Professor John Lumley	Philip Wright (English Heritage)
Barbara Newman	
Virginia Rounding	
Jeremy Simons	
Alderman Ian Luder (Ex-Officio Member)	

Enquiries: David Arnold
david.arnold@cityoflondon.gov.uk

Lunch will be served in Guildhall Club at 1PM
NB: Part of this meeting could be the subject of audio or video recording

John Barradell
Town Clerk and Chief Executive

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA**
3. **ORDER OF THE COURT OF COMMON COUNCIL**
To receive the Order of the Court of Common Council, 23 April 2015, appointing the Committee and approving its Terms of Reference.

For Information
(Pages 1 - 2)
4. **ELECTION OF CHAIRMAN**
To elect a Chairman in accordance with Standing Order no. 29.

For Decision
5. **ELECTION OF DEPUTY CHAIRMAN**
To elect a Deputy Chairman in accordance with Standing Order no. 30.

For Decision
6. **COMMITTEE APPOINTMENTS 2015/16**
Report of the Town Clerk.

For Decision
(Pages 3 - 8)
7. **MINUTES**
 - a) **Hampstead Heath, Highgate Wood and Queen's Park Committee (Pages 9 - 18)**
To approve the public minutes of the meeting held on 23 March 2015.

For Decision
 - b) **Highgate Wood Joint Consultative Committee (Pages 19 - 24)**
To receive the draft public minutes of the meeting held on 22 April 2015.

For Information
8. **RESOLUTION OF THE OPEN SPACES AND CITY GARDENS COMMITTEE**
To note the resolution of the Open Spaces and City Garden's Committee on 20 April 2015 regarding Equipment Funding Offers.

For Information
(Pages 25 - 26)
9. **PROMOTION OF A CITY OF LONDON CORPORATION (OPEN SPACES) BILL**
Report of the Remembrancer.

For Decision
(Pages 27 - 34)

10. **DEPARTMENT OF OPEN SPACES BUSINESS PLAN 2015-18**
 Report of the Director of Open Spaces, approved by the Open Spaces and City Gardens Committee and the West Ham Park Committee on 20 April 2015 and the Port Health and Environmental Services Committee on 5 May 2015, and to be considered by the Epping Forest and Commons Committee on 11 May 2015.
- For Decision**
(Pages 35 - 74)
11. **WAYLEAVES REVIEW**
 Joint report of the Superintendents of Epping Forest, Burnham Beeches, Stoke and City Commons, and Hampstead Heath, to be considered by the Epping Forest and Commons Committee on 11 May 2015.
- For Decision**
(Pages 75 - 80)
- Hampstead Heath**
12. **SUPERINTENDENT'S UPDATE**
 Report of the Superintendent of Hampstead Heath.
- For Decision**
(Pages 81 - 88)
13. **HAMPSTEAD HEATH PONDS PROJECT UPDATE**
 Report of the Superintendent of Hampstead Heath.
- For Decision**
(Pages 89 - 96)
- Highgate Wood & Queen's Park**
14. **SUPERINTENDENT'S UPDATE**
 Superintendent of Hampstead Heath to be heard on Highgate Wood and Queen's Park matters.
- For Decision**
15. **CYCLING IN HIGHGATE WOOD**
 Report of the Superintendent of Hampstead Heath.
- For Decision**
(Pages 97 - 102)
16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

Part 2 - Non-Public Agenda

18. **HAMPSTEAD HEATH PONDS PROJECT FINANCE UPDATE**
Non-Public Appendix 2 to item 13 of the Public agenda.
- (Pages 103 - 104)

19. **NON-PUBLIC QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
20. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREES SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

YARROW, Mayor

RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 23rd April 2015, doth hereby appoint the following Committee until the first meeting of the Court in April, 2016.

HAMPSTEAD HEATH, HIGHGATE WOOD & QUEEN'S PARK COMMITTEE

1. Constitution

A Non-Ward Committee appointed pursuant to the London Government Reorganisation (Hampstead Heath) Order 1989 consisting of not fewer than 18 Members in the following categories:-

- not fewer than 12 Members elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- the Chairman and Deputy Chairman of the Open Spaces & City Gardens Committee (ex-officio)
- plus, for the consideration of business relating to Hampstead Heath only, at least six representatives who must not be Members of the Court of Common Council or employees of the City of London Corporation and at least six of whom are to be appointed as follows:-
 - one after consultation with the London Borough of Barnet
 - one after consultation with the London Borough of Camden
 - one after consultation with the owners of the Kenwood lands
 - three after consultation with bodies representing local, ecological, environmental or sporting interests

The Chairman of the Committee shall be elected from the City Corporation Members.

2. Quorum

A. For Hampstead Heath business the quorum consists of seven Members, at least one of whom must be a non-Common Council Member.

B. For Highgate Wood and Queen's Park business the quorum consists of three Members.

3. Membership 2015/16

- 7 (4) Barbara Patricia Newman, C.B.E.
- 5 (4) Virginia Rounding
- 14 (3) John Alfred Barker, O.B.E., Deputy
- 10 (3) Jeremy Lewis Simons M.Sc.
- 3 (3) John Stuart Penton Lumley, Professor
- 3 (2) Karina Dostalova
- 3 (2) Ann Holmes
- 6 (2) Charles Edward Lord, O.B.E., J.P.
- 5 (1) The Revd. Dr. Martin Dudley
- 5 (1) Clare James, M.A.
- Vacancy
- Vacancy

Together with the ex-officio Members referred to in paragraph 1 above and the following representatives from outside organisations:-

Heath and Hampstead Society	-	John Beyer
English Heritage	-	Philip Wright
Royal Society for the Protection of Birds	-	Martyn Foster
London Borough of Barnet	-	Councillor Melvin Cohen
London Borough of Camden	-	Councillor Sally Gimson
Ramblers' Association/Open Spaces Society	-	Maija Roberts

4. Terms of Reference

To be responsible, having regard to the overall policy laid down by the Open Spaces & City Gardens Committee, for:-

Hampstead Heath

- (a) devising and implementing the City of London Corporation's policies and programmes of work in relation to Hampstead Heath (registered charity no. 803392) (and, in fulfilling those purposes, to have regard to any representations made to it by the Hampstead Heath Consultative Committee) in accordance with the London Government Re-organisation (Hampstead Heath) Order 1989;
- (b) exercising all the City of London Corporation's powers and duties relating to Hampstead Heath, including those set out in Regulation 5 of the London Government Re-organisation (Hampstead Heath) Order 1989, or in any Act or Statutory Instrument consolidating, amending or replacing the same;

- (c) **Highgate Wood & Queen's Park**
devising and implementing the City of London Corporation's policies and programmes of work in relation to Highgate Wood and Queen's Park (registered charity no. 232986) (and, in fulfilling those purposes, to have regard to any representations made to it by the Highgate Wood Joint Consultative Committee and the Queen's Park Joint Consultative Group) in accordance with the provisions of the Highgate Wood and Kilburn Open Spaces Act 1886;
- (d) **Consultative Committees**
appointing such Consultative Committees as are considered necessary for the better performance of its duties including a,
Hampstead Heath Consultative Committee
Highgate Wood Joint Consultative Committee
Queen's Park Joint Consultative Group

BARRADELL

Committee(s)	Dated:
Hampstead Heath, Highgate Wood and Queen's Park Committee – For decision	18 May 2015
Subject: Committee appointments 2015/16	Public
Report of: Town Clerk	For Decision

Summary

The Committee is asked to consider its appointments for the next twelve months. Appointments made to the various Consultative Committees and Joint Consultative Group during 2014/15 are explained in the attached appendix.

Recommendation(s)

Members are asked to:

- consider the Committee's appointments to the Hampstead Heath Consultative Committee, Highgate Wood Joint Consultative Committee, Queen's Park Joint Consultative Group and the Keats House Consultative Committee for 2014/15; and
- approve the appointment of an officially nominated representative from Barnet Mencap to the Hampstead Heath Consultative Committee with effect from July 2015.

Main Report

Background

1. The Committee makes a number of appointments to Consultative Committees and a Joint Consultative Group that fall within its remit. These are considered annually.
2. The constitution of the Hampstead Heath Consultative Committee provides that it shall consist of the Chairman of the Management Committee and not less than 19 other members of whom one shall be appointed from among the members of this Committee. Your customary practice has been to appoint your Chairman and Deputy Chairman for the time being.
3. The Hampstead Heath Consultative Committee constitution states that the no less than 18 other members of the Hampstead Heath Consultative Committee in addition to your Chairman and Deputy Chairman, must include a member representing an organisation for disabled users of the Heath. This obligation is currently being met by a member of [Barnet Mencap](#) who does not represent the organisation in an official capacity.
4. After careful consideration and consultation with local organisations, as well as a successful meeting between the Chairman of this Committee, the Superintendent of Hampstead Heath, and the Chief Executive of Barnet

Mencap, it is recommended that this Committee approves the appointment of an officially nominated representative from Barnet Mencap to the Hampstead Heath Consultative Committee.

5. Other options considered for membership to the Hampstead Heath Consultative Committee included the disability charities Scope and The Camden Society, who both declined the opportunity to nominate a representative of their organisation to the Committee.
6. The City Corporation membership of the Highgate Wood Joint Consultative Committee comprises the Chairman and Deputy Chairman for the time being and three other Members of this Committee.
7. The City Corporation membership of the Queen's Park Joint Consultative Group currently includes your Chairman and Deputy Chairman and three other Members of this Committee. The membership of the Queen's Park and Highgate Wood Consultative Groups is not as strictly determined as the Hampstead Heath Consultative Committee.
8. The City Corporation membership of the Keats House Consultative Committee currently includes representation from one Member of this Committee.

Proposals

9. That consideration be given to making the various appointments detailed above, from amongst the Committee membership.
10. That consideration be given to the appointment of a representative from Barnet Mencap to the Hampstead Heath Consultative Committee.

Corporate & Strategic Implications

11. There are no Corporate & Strategic Implications.

Implications

12. By recommending a partnership and engagement approach, this report supports the City Together Theme: A World Class City, which supports our communities and the associated departmental strategic and improvement aims to work in partnership with communities and local authorities.

Conclusion

13. That consideration be made to making appointments to the various Consultative Committees and Joint Consultative Group detailed in the report.

Appendices

- Appendix 1: 2014/15 Committee appointments

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2014/15 Appointments

Hampstead Heath Consultative Committee

City Members:

Jeremy Simons (Chairman)
Virginia Rounding (Deputy Chairman)

Highgate Wood Joint Consultative Committee

City Members:

Jeremy Simons (Chairman)
Virginia Rounding (Deputy Chairman)
Prof. John Lumley
Barbara Newman
Ann Holmes

Queen's Park Joint Consultative Group

City Members:

Jeremy Simons (Chairman)
Virginia Rounding (Deputy Chairman)
Ann Holmes
Barbara Newman
Karina Dostalova

Local representative to Open Spaces Committee (appointed in March 2015)

John Beyer (Heath and Hampstead Society)

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HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE **Monday, 23 March 2015**

Minutes of the meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee held at Committee Room 2 - 2nd Floor West Wing, Guildhall on Monday, 23 March 2015 at 1.45 pm

Present

Members:

Jeremy Simons (Chairman)
Virginia Rounding (Deputy Chairman)
Karina Dostalova
Ann Holmes
Clare James
Edward Lord
Professor John Lumley
Barbara Newman
Tom Sleigh
Alderman Ian Luder (Ex-Officio Member)
Councillor Sally Gimson (London Borough of Camden)
John Beyer (Heath & Hampstead Society)
Maija Roberts (Open Spaces Society/Ramblers' Association)
Philip Wright (English Heritage)

Officers:

David Arnold	Town Clerk's Department
Sam Cook	Remembrancer's Department
Nigel Lefton	Remembrancer's Department
Alison Elam	Chamberlain's Department
Edward Wood	Comptroller & City Solicitor's Department
Sue Ireland	Director of Open Spaces
Bob Warnock	Superintendent of Hampstead Heath
Richard Gentry	Queen's Park and Constabulary Manager
Declan Gallagher	Operational Services Manager
Paul Monaghan	Department of the Built Environment
Richard Litherland	City Surveyor's Department
John Park	Public Relations Office

1. APOLOGIES

Apologies for absence were received from Deputy John Barker, Revd Dr Martin Dudley, Deputy Alex Deane, Councillor Melvin Cohen (London Borough of Barnet), and Martyn Foster (Royal Society for the Protection of Birds).

Chairman's Welcome

The Chairman welcomed John Beyer to his first Committee meeting as the new representative from the Heath and Hampstead Society.

The Chairman also informed the Committee that John Owen-Ward had recently retired from the Court of Common Council and added his thanks to Mr Owen-Ward for his work on the Committee during his three year term.

2. MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA

There were none.

3. MINUTES

3.1 Hampstead Heath, Highgate Wood & Queen's Park Committee

RESOLVED – That the public minutes of the meeting held on 20 January 2015 be agreed.

Matters Arising

East Heath Car Park

The Superintendent of Hampstead Heath advised that designs were being undertaken for additional drainage at the East Heath car park. He added that the current drainage issues were due to the fairground and water run-off from the car park into the highway.

Park Champions

The Chairman advised the Committee that Councillor Melvin Cohen had agreed to be the Park Champion for the Heath Extension and Golders Hill Park, both of which fall within the London Borough of Barnet.

3.2 Hampstead Heath Consultative Committee

RESOLVED – That the public minutes of the meeting held on 9 March 2015 be noted.

4. COMMITTEE APPOINTMENT

RESOLVED – That John Beyer (Heath & Hampstead Society) be appointed as this Committee's Observer to the Open Spaces & City Gardens Committee.

5. INFRASTRUCTURE BILL

The Committee received a report of the Remembrancer that advised Members of the provisions of the Infrastructure Act, which would introduce a new regime to facilitate the control of non-native invasive species when implemented in the next few months.

RESOLVED – That the report be noted.

6. SUPERINTENDENT'S UPDATE

The Superintendent of Hampstead Heath verbally updated the Committee regarding the following matters relating to Hampstead Heath:

Savings

By the 2017/18 Financial Year, the City of London Corporation's Open Spaces Department would be required to find £2.2m of savings. To inform the decision to be made on savings, seven themes were being developed to help prioritise the work undertaken by the Open Spaces Department.

These included: a *Learning Programme* that would review the education 'offer' of the Open Spaces, looking at outcomes around education and play activities; a *Sports Programme* to provide a framework to define the purpose of sports provision within Open Spaces; a *Various Powers Bill* would be submitted to Parliament seeking changes to legislation governing Open Spaces to give clarity and flexibility to management of Open Spaces, enabling more efficient and effective services; greater effort made to *promote services* to raise awareness of the range of services provided, costs, and opportunities for income generation; savings to be made through greater *energy efficiency* in departmental business and management plans; a *fleet and equipment review* to establish how the existing fleet resources of the Open Spaces Department could be better utilised; and a more regular and structured approach to reviewing and management of *Wayleave* agreements

Property

Lido Café

The Superintendent advised that the programmed completion date for the works to the Lido roof had been delayed by six weeks to 18 May 2015. The Contractor had advised that to-date 16 working days have been lost due to weather conditions.

Members were advised that salvaged bricks from the perimeter wall would be used on the café building and, consequently, approved new bricks would be required for the reconstruction of the boundary wall.

Lido Leak

The Superintendent advised that The City Surveyor had engaged Consultants to investigate the loss of water from the Lido. A range of tests were carried out along with CCTV surveys of the pipework. Investigations were currently focused on the main sump access plate.

Golders Hill Park Toilets

Members were advised that the refurbishment programme had been completed by the City Surveyor's Department; the toilets had operated effectively since July 2014. He added that the toilets were redecorated and deep cleaned in early March 2015.

Parliament Hill Café

The planters outside the café at Parliament Hill fields had been replaced and planting would commence shortly.

Planning

53 Fitzroy Park

Members were advised that a planning submission was registered with the Planning Authority in February 2015. The development proposals comprised of the “erection of a three storey single family dwelling including basement level, green roofs at first floor and roof level, solar panels at roof level and associated landscaping following the demolition of the existing part-two, part-three storey dwelling (Class C3).” The submitted Construction Management Plan did not sufficiently address the constraints and highway / vehicle access considerations of the range of construction vehicles required to re-develop the site.

Athlone House

The appeal Inquiry was held from 10 – 27 February 2015. A decision from the Planning Inspector was expected by 12 June 2015.

Weddings & Civil Ceremonies at the Hill Garden & Pergola

The Superintendent advised that 16 confirmed bookings had so far been received, for which deposits had been paid. He added that a report regarding the impact and costs relating to holding weddings and civil ceremonies at the Hill Garden and Pergola would be submitted to the Committee meeting in September 2015.

Staff

Two new Constabulary Officers started in December 2014 and had completed the first stage of their induction. One further vacancy had been filled, leaving one vacant post currently being advertised.

Members were also advised that the Ponds Project and Management Support Officer was successfully appointed to the role of Open Spaces Department Business Manager and also left the Heath at the end of January. Fortunately, the Officer was continuing to provide support to the Ponds Project.

Golders Hill Park

A redesign and landscaping had been undertaken at the Eagle Owl Enclosure at the Golders Hill Park Zoo, where 6 volunteer work placements had been introduced to assist with daily work.

Parliament Hill

The Superintendent advised that work was being carried out to increase the diversity of the hedge lines by gapping up and adding mixed native species. He added that the Bull Path project had been progressed, with further removal of the hawthorn hedge and turfing to be laid by the end of March 2015.

Constabulary

Members were advised that the Constabulary had recorded 411 incidents since 1 January 2015, including 28 relating to cycling and 46 relating to dog control. The Superintendent added that three prosecutions were currently being processed, one each relating to dog control, cycling, and the other relating to Highgate Wood, and Constabulary Officers had to attend an incident of suicide on the Heath in January 2015.

Tree Team

Members were advised that the Tree Team had carried out some partnership working at Burnham Beeches helping staff there to manage Veteran beech pollards. The Team also hosted a group of Arboricultural students from Capel Manor, two of whom had since gained work experience in tree inspection and tree maintenance on the Heath. The Committee commended this collaborative work and the Chairman added his thanks to the Tree Team for their contribution to the informative Committee walk on Friday 20 March.

Parliament Hill Outdoor Gym Proposal

The Superintendent advised of a proposal by the London Borough of Camden (LBC) to install outdoor gym equipment at Parliament Hill. The proposal was subject to LBC undertaking an assessment of need based on the demographic of the area to ensure that their investment had the greatest impact on physical activity within the borough. Members were advised that the Hampstead Heath Consultative Committee were supportive of the proposal but anxious about the location of the equipment, which would be identified within the business case.

In response to a Member's question, the Superintendent advised that the City of London Corporation did not intend to make a capital contribution towards the outdoor gym equipment, which would be aimed at people who had been advised to carry out additional exercise for their health and wellbeing. He added that a report would be submitted for consideration once the proposals had been finalised.

Members noted that an evaluation of outdoor gym equipment carried out by the LBC would be circulated to the Committee courtesy of Councillor Sally Gimson.

The Good, The Bad, and The Ugly

Members were advised that support had been received from several members of the Hampstead Heath Consultative Committee for the sculpture to remain at Golders Hill Park a while longer.

Finally, a Member noted that it would be preferable for Superintendent's Update reports to be circulated as written reports in the main agenda packs. This would enable Members to declare an interest in the item if they were aware of the content in advance of the meeting. The Superintendent agreed to consider the possibility of incorporating a written update report in the agenda for future meetings.

RESOLVED – That the Superintendent's update on matters relating to Hampstead Heath be noted.

7. **HILL GARDEN PERGOLA**

The Committee received a report of the City Surveyor regarding the issues affecting the condition of the Hill Garden Pergola and the works that were currently planned to address safety.

Members noted that the Chairman and Deputy Chairman of the Resource Allocation Sub Committee should be made aware in advance of the sum of £2.56 million in the forward maintenance plan 2017-2022 that would be subject to Operational Property Review and the Project Gateway approval process. The Director of Open Spaces added that external funding towards this sum should be sought.

RESOLVED – That the report be noted.

8. **HAMPSTEAD HEATH PONDS PROJECT UPDATE**

The Committee received a report of the Superintendent of Hampstead Heath that provided Members with an update on the progress of the Hampstead Heath Ponds Project.

The Superintendent advised that site clearance work had finished and timber had been retained on site due to recent wet weather. Some of the timber would now be removed and other parts would be milled for use at the Catchpit dam crossing point. He added that an additional site meeting regarding the Stock Pond had taken place on 30 January 2015 with members of the Ponds Project Stakeholder Group. It was agreed that the Project Board would meet again to look at alternative options but it was decided that the original spillway design would go ahead.

Members were advised that a Community Working Group had been established as part of the Section 106 Agreement of the planning permission. The Group had met once in February 2015 and would continue to meet once a month throughout the project. The Superintendent advised that signage had been installed at Pond Projects sites to inform users of the Heath of the works being undertaken. He added that the next substantial works to the cofferdam would start in April 2015.

In response to a Member's question, the Superintendent advised that a small protest that involved 20 people took place on 14 February 2015 at the Mixed Pond. He added that complaints were being monitored by Heath staff and presented to the Community Working Group for their information. The Hampstead Heath Ecologist and BAM Nuttall Contract Manager had recently led a walk with the Heath & Hampstead Society to audit planned tree-felling. Members noted the effective management of complaints by Hampstead Heath staff.

In response to a further question, the Superintendent advised that the Conservation Manager takes regular photos of work at each pond and that time-lapse pictures of the Model Boating Pond were being considered. Members suggested that a slideshow of photos of the project be presented at the next appropriate Committee meeting.

RESOLVED – That the Hampstead Heath Ponds Project update report be noted.

9. **ANNUAL REPORT ON HAMPSTEAD HEATH CONSTABULARY FOR 2014**

The Committee received a report of the Superintendent of Hampstead Heath that reviewed the work carried out by the Hampstead Heath Constabulary (HHC) during the period 1 January 2014 to 31 December 2014. The Queen's Park and Constabulary Manager advised that 2,157 incidents/occurrences had been recorded during this period but that figure did not take into account the 17,000 general engagements with Heath users throughout the year. Members were also advised that there had been a focus in control during the period as the Dog Control Action Plan was implemented in March 2014.

In response to a Member's question, the Queen's Park and Constabulary Manager advised that a good relationship existed between the HHC and Kenwood House. The Member of the Committee representing English Heritage at Kenwood House agreed and thanked the HHC for their continued support.

RESOLVED – That the work of the HHC during 2014 and the continued effort being made to strengthen links with other agencies, helping to ensure that Hampstead Heath remains a safe, appealing and enjoyable place for millions to visit each year, by reducing the fear of crime and anti-social behaviour, be noted.

10. **UPDATE REPORT ON HAMPSTEAD HEATH - PUBLIC SEX ENVIRONMENT OUTREACH WORK**

The Committee considered a report of the Superintendent of Hampstead Heath regarding the continued partnership work undertaken by the City of London Corporation, HHC, and the Terrence Higgins Trust to provide outreach sessions on the West Heath Public Sex Environment area of Hampstead Heath. The Committee commended this partnership work.

The Queen's Park and Constabulary Manager advised that litter pollution on West Heath had reduced but there had been an increase in drug paraphernalia which was being monitored. In response to a Member's question, he added that an increase in knowledge and awareness of the definition of the public decency and propriety byelaw had contributed to the increase in number of incidents reported since 2010. No prosecutions had been issued; the HHC had mainly provided an advisory role when incidents were reported.

The Chairman informed Members that the next Sexual Activity Working Party meeting was taking place on Thursday 26 March 2015.

RESOLVED – That the continuation of partnership work on Hampstead Heath during 2015 by the HHC, Terrence Higgins Trust, and other stakeholders and partners, be supported and approved.

11. **LANDSCAPE IMPROVEMENT WORKS AT THE NORTH END ROAD ENTRANCE INTO GOLDERS HILL PARK**

The Committee considered a report of the Superintendent of Hampstead Heath that sought approval to the proposed hard and soft landscape improvement works at the North End Way entrance to Golders Hill Park. Members were informed that these improvement works formed part of the 2015/16 Annual Work Programme and would be carried out in autumn 2015.

RESOLVED – That the proposals to improve the hard and soft landscaping works at the North End Way entrance to Golders Hill Park be approved.

12. **LANDSCAPE IMPROVEMENT WORKS AT PARLIAMENT HILL (KITE HILL)**

The Committee considered a report of the Superintendent of Hampstead Heath that sought approval to the proposed landscape and infrastructure improvement works at Parliament Hill, also known as Kite Hill. Members were advised that the following works were proposed and would form part of the ongoing Annual Work Programme:-

- Relocation of litter bin away from the crest of the hill;
- The existing stainless steel interpretation sign to be moved;
- A new sign consisting of a photograph with key landmarks identified and a QR code to be commissioned;
- Grass renovation works;
- Removal of benches and vegetation from new view cone zone;
- Review of the layout of benches.

John Beyer noted that the Heath & Hampstead Society would provide a capital contribution to the creation of the new sign.

In response to another Member's question, Philip Wright (English Heritage) advised that Senior Managers and the Head Gardener at Kenwood House were currently negotiating funding for the installation of a new interpretation stand that identified new and historical buildings from the protected view at Kenwood House. It was hoped that these arrangements would be finalised by 5 April 2015.

RESOLVED – That the proposals to carry out works at Parliament Hill as part of the on-going Annual Work Programme be approved.

13. **UPDATE ON TREE SAFETY MANAGEMENT AT THE NORTH LONDON OPEN SPACES DIVISION**

The Committee received a report of the Superintendent of Hampstead Heath that provided an update on Tree Safety Management across the North London Open Spaces Division. Members were advised on tree risk management guidance, the tree inspection process, tree incident reporting, tree health, and the external review.

In response to a Member's question, the Director of Open Spaces advised that the Forestry Commission had not yet provided any additional news regarding Oak Processionary Moth emergence this spring.

The Committee thanked the tree team for their excellent work which was carried out with a high degree of detail and expertise.

RESOLVED – That the report be noted.

14. **ELEVEN YEARS OF PLANT MONITORING ON HAMPSTEAD HEATH**

The Committee received a report of the Superintendent of Hampstead Heath that summarised the results of the long-term programme of plant monitoring. The Committee commended the report and long-term nature of the programme.

RESOLVED – That the report be noted.

15. **SUPERINTENDENT'S UPDATE**

The Superintendent of Hampstead Heath verbally updated the Committee regarding the following matters relating to Highgate Wood:-

- the cricket score hut front fascia had been completely renewed ready for the new cricket season starting in April 2015;
- a licence had been issued for a weekly story telling event for the under 5s, which had proved to be very popular and a positive new income stream for the site;
- The Highgate Wood Manager was meeting with Officers from the Forestry Commission at Highgate Wood to discuss UK Woodland Assurance Standard.

The Superintendent verbally updated the Committee regarding the following matters relating to Queen's Park:-

- a donations post was installed at the Children's Farm on 14 March 2015;
- the hedge laying along the woodland walk had been completed;
- new bins were installed and there has been good progress with the installation of granite bases for the park benches;
- events: the "Big Dig" took place on 21 March 2015 and 80 children took part in the Queen's Park Easter Egg Hunt on 22 March 2015.

RESOLVED – That the update on matters relating to Highgate Wood and Queen's Park be noted.

16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were none.

17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

There were two items of urgent business, as follows:

The Chairman and Members of the Committee thanked Tom Sleigh for his contribution to the Committee as this was his last meeting before his term ended and he would not be standing for re-election.

The Superintendent advised Members that he was negotiating a fee with a filming company who had asked for permission to film on the Heath during April 2015.

The Chairman added his thanks to Members of the Committee and Officers for their support during his three year term.

The meeting ended at 3.15 pm

Chairman

Contact Officer: David Arnold
david.arnold@cityoflondon.gov.uk

HIGHGATE WOOD JOINT CONSULTATIVE COMMITTEE Wednesday, 22 April 2015

Minutes of the meeting of the Highgate Wood Joint Consultative Committee held at Highgate Wood Offices, Highgate Wood, Muswell Hill Road, N10 3JN on Wednesday, 22 April 2015 at 12.00 pm

Present

Members:

Jeremy Simons (Chairman)
Ann Holmes
Professor John Lumley
Barbara Newman
Stephanie Beer (Muswell Hill and Fortis Green Association)
Peter Corley (Tree Trust for Haringey)
Michael Hammerson (Highgate Society)
Alison Watson (Friends of Queen's Wood)

Officers:

David Arnold	Town Clerk's Department
Bob Warnock	Superintendent of Hampstead Heath
Jonathan Meares	Highgate Wood Conservation and Trees Manager

Also present:

Stephen Baron

1. APOLOGIES

Apologies for absence were received from Virginia Rounding (Deputy Chairman), Marguerite Clark (Highgate Society), Councillor Gail Engert (London Borough of Haringey), Councillor Bob Hare (London Borough of Haringey), and Lucy Roots (Muswell Hill Friends of the Earth).

2. MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA

Ann Holmes declared a non-pecuniary interest in any discussions relating to the Pavilion Café as she was a personal friend of the owner.

3. MINUTES

RESOLVED – That the minutes of the last meeting held on 18 November 2014 be approved subject the following amendments:-

Oak Decline

In response to a member's question, the Highgate Wood and Conservation Manager advised that there had been few **leaf-mining moths** found in this year's survey but a wide variety of weevil species were found.

Tree Disease and Biosecurity issues

There had been further advances by the pest and there was now an infestation at the Regent's Park Zoo, just over two kilometres from **Hampstead Heath**.

Matters Arising

Conservation Management Plan Summary Document

Members were provided with the Summary Document which was tabled at the meeting.

Play Area and Recreation

Members were advised that repairs to the roof hut would start shortly.

Community and Events

In response to a member's question, the Highgate Wood and Conservation Manager advised that a Friends of Highgate Wood group would not be developed as contributions and participation from Heath Hands was increasing.

Development Issues

Members were advised that a planning application for the redevelopment of the former Haringey Magistrates Court had been approved by the London Borough of Haringey.

Weddings and Civil Ceremonies

In response to a member's question, the Superintendent advised that the possibility to provide weddings and civil ceremonies at Highgate Wood would not be pursued due to licensing and access issues.

4. **SUPERINTENDENT'S UPDATE REPORT**

The Committee received a report of the Superintendent of Hampstead Heath that provided an update on management and operational activities in Highgate Wood over the past six months. Members were advised of the following matters:

Saving and Income Generation

By the 2017/18 Financial Year, the City of London Corporation's Open Spaces Department would be required to find £2.2m of savings, with £332,000 of savings identified across Hampstead Heath, Highgate Wood and Queen's Park in 2015/16.

Savings were being addressed through seven programmes that focussed on the following areas: learning; sports; Various Powers Bill; promotion of services; energy efficiency; fleet and equipment; and wayleaves. The Superintendent advised that officer project boards had now been set up for each of these programmes.

The Highgate Wood Conservation and Trees Manager added that Highgate Wood would be particularly affected by the Sports programme during a review of the true costs of its sports facilities. This would include benchmarking of fees for other sporting activities provided locally.

In response to a member's question, the Superintendent advised that donations for guided walks were not currently asked for but this could be considered.

Roman Kiln Project

Work was now underway to gather all the supporting documents that had to be submitted with the Heritage Lottery Fund (HLF) application. Letters of support would be obtained from local schools, The Museum of London and Bruce Castle Museum.

In response to a Member's question, the Superintendent advised that a fee of £4,500 would be paid to the small consultancy who had already produced the Interpretation and Display Plans for the reconfigured education building to help with assembling and submitting the Heritage Lottery Fund application.

Sustainability

The Open Spaces Department had recently launched its Sustainability Improvement Plan 2015-2017, which focussed on three actions: an increased focus on driving down energy and water usage; a department wide review and rationalisation of vehicle and machinery use; and a programme of delivering further Solar Power Projects or other sustainable energy technologies.

Conservation Management Plan

The images from the recent LIDAR survey of Highgate Wood and Queen's Wood were extremely interesting but the definition of the survey was not sufficiently detailed to be of any real value. A better way to carry out the survey would need to be established.

Woodland Conservation and Tree Management

Work continued with Heath Hands Volunteers to construct dead hedging around sensitive areas where there had been significant compaction, and encourage natural regeneration and soil remediation.

Tree Disease

Oak Processionary Moth (OPM) was advancing ever nearer and may well reach Hampstead Heath in summer 2015. The caterpillar had been found in several locations in Regent's Park, and was also present a few kilometres to the west in Brent Park just off the North Circular. The Division now had an Action Plan for OPM which had been circulated to all the sites and a number of staff attended training days organised by the Forestry Commission.

Play Area and Recreation

The sports field was gradually recovering from the wet winter months and starting to dry out, although there are some drainage issues to be resolved before the cricket season gets underway.

Pavilion Café

The current lease holder had used the quiet winter trading period to make a series of improvements to the internal serving area and also carried out a spring clean of the storage area next to the compactor. Meetings would continue to take place to discuss further improvements.

Community and Events

The Highgate Wood Heritage Day Event had been renamed 'Community Day' and would be held on Sunday 6 September 2015. Members noted the name change and the Highgate Wood Conservation and Trees Manager advised that staff would be open to suggestions for the name of the event in 2016. He added that the 'Monkey Do climbing event would be available for two days this year instead of three in order to reduce costs.

Members suggested that the London Wildlife Trust could be invited to attend the event as long as this would not involve additional costs.

Infrastructure and Buildings

Repairs to the main pathways were underway, which should make a major difference to the quality of the surface. The Superintendent added that the office had a new boiler installed and this was now working well.

RESOLVED – That the Superintendent's update be noted.

5. **OPEN SPACES LEGISLATION**

The Committee received a report of the Superintendent of Hampstead Heath regarding an informal consultation concerning possible modifications to the legislation governing the City of London Corporation's Open Spaces.

Members were advised that the changes would help to increase income generation at the Pavilion Café, which was currently restricted to a maximum three year licence under current legislation. Changes to management powers could lead to the consideration of dog control orders at Highgate Wood and the provision of licensed fitness sessions. Alison Watson (Friends of Queen's Wood) suggested that Queen's Wood be consulted on any future dog control policies.

The Superintendent added that any comments from members on the Changing Legislation document could be sent to him and the Highgate Wood Conservation and Trees Manager.

RESOLVED – That the report be noted.

6. **UPDATE ON TREE SAFETY MANAGEMENT AT THE NORTH LONDON OPEN SPACES DIVISION**

The Committee received a report of the Superintendent of Hampstead Heath that provided an update on areas of Tree Safety Management such as tree risk management guidance, tree inspections process, tree incident reporting, and tree health.

Members were advised that one quarter of the 25,000 trees across the North London Open Spaces Division were found in the 28 hectares at Highgate Wood. It was not practicable to inspect every single one of these trees as there was not sufficient resource to do this. An inspection process based on risk assessment and priority zoning was used at Highgate Wood.

In response to a member's question, the Highgate Wood Conservation and Trees Manager advised that there were 60-70 incidents of tree failure each year amongst the stock of 25,000 trees. An external risk audit was carried out by a qualified Tree Safety Consultant.

RESOLVED – That the report be noted.

7. CYCLING IN HIGHGATE WOOD

The Committee considered a report of the Superintendent of Hampstead Heath regarding the enforcement of Byelaw 10, which currently imposed a ban on cycling at Highgate Wood.

Members noted that there was and should be an emphasis on pedestrian priority in Highgate Wood, despite the increased usage of bicycles in London in recent years. The Highgate Wood Conservation and Trees Manager advised that staff would consult with the London Borough of Haringey (LBH) to help make Muswell Hill Road a safer cycling route if the recommendation to maintain Byelaw 10 was agreed. In response to a member's question, he added that the LBH would be looking into funding for improved cycling routes from Transport for London.

The Committee heard from the member of the public who had requested for the prohibition of cycling in Highgate Wood to be lifted based on the safer cycling environment the Wood offers compared to local roads. After careful consideration, members noted that the risk of collision with walkers would be too high as the current network of pathways in the Wood was not wide enough for both cyclists and pedestrians and that the surfaces were not suitable. The addition of separate cycling paths would also not be possible without the cutting down of trees to widen pathways, which would not be acceptable.

The Chairman noted that the view of this Committee that Byelaw 10 be maintained and enforced but that children under the age of 12 be allowed to cycle under close supervision would be passed on to the Hampstead Heath, Highgate Wood and Queen's Park Committee.

RESOLVED – That:-

- a) the report be noted; and
- b) the views of the Highgate Wood Joint Consultative Committee be conveyed to the Hampstead Heath, Highgate Wood and Queen's Park Committee in May 2015.

8. THE STATE OF UK PUBLIC PARKS 2014 - RENAISSANCE TO RISK?

The Committee received a report of the Director of Open Spaces regarding the issues relevant to the Division in managing and supporting green spaces across London.

Members were advised that the Hampstead Heath, Highgate Wood and Queen's Park Committee were in favour of appointing those members of the Highgate Wood Joint Consultative Committee who were elected local Ward Councillors as Park Champion(s). The Superintendent added that he would

approach the two members of this Committee who were Councillors for the LBH to appoint one or both as Park Champions for Highgate Wood.

RESOLVED – That the report and recommendation of the Hampstead Heath, Highgate Wood and Queen’s Park Committee be noted.

9. **QUESTIONS**

In response to a member’s question regarding Alexandra Palace railway land, the Highgate Wood Conservation and Trees Manager advised that it would be difficult to restrict access to the area under the bridge but it would be monitored.

10. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

The Chairman informed members that this meeting was his last in his term as Chairman. He thanked the Committee for their support, participation and input during his term.

In response, the Committee thanked the Chairman for his positive influence and contribution to Highgate Wood during his term as Chairman.

11. **DATE OF NEXT MEETING**

RESOLVED – That the date of the next meeting to be held on 18 November 2015 be noted.

The meeting ended at 1.15 pm

Chairman

**Contact Officer: David Arnold
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TO: **HAMPSTEAD HEATH, HIGHGATE WOOD & QUEEN'S PARK COMMITTEE**
Monday 18 May 2015

FROM: **OPEN SPACES AND CITY GARDENS COMMITTEE**
Monday 20 April 2015

APPROVAL OF EQUIPMENT FUNDING OFFERS

The Committee received a report of the Director of Open Spaces which informed Members that the City of London Corporation's local authority's responsibilities included education, learning, health, social care and leisure; including play and well-being. Members noted that current resource restrictions were resulting in new opportunities for partnership working. Officers said that at the Epping Forest and Commons Committee meeting on 12th January 2015, consideration was given to a request from the London Borough of Waltham Forest (LBWF) to install natural play equipment on Forest Land at Hollow Ponds, Leyton Flats and thus remedy a local play deficiency. Members noted that the many benefits of natural play, including positive impacts on the mental, physical and social wellbeing of children and their relationship with nature. Installing natural play structures was in line with corporate strategy and had no major legal or property implications. In response to a query from Members, it was noted that the funding would apply solely to equipment and not services. Members clarified that although the proposal would encourage play and well-being, it would also encourage members of the public to take part in sport activities.

RESOLVED – that option 2 “Decision on sport and play equipment funding offers should be made by the respective Management Committee based on the principle that any offer should be self-funding for the lifetime of the equipment and its removal” be approved.

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Committee:	Date:
Hampstead Heath, Highgate Wood and Queen's Park	18 May 2015
Subject: Promotion of a City of London Corporation (Open Spaces) Bill	Public
Report of: Remembrancer	For Decision

Summary

On 24th November 2014, the Committee agreed that local consultation should be carried out with a view to the promotion of a private Bill in Parliament to make changes to the legislative framework governing the City Corporation's Open Spaces. In the light of that consultation and following further internal discussion, a number of provisions as described in the main body of this Report are now being put forward for the Committee's consideration. The principal aims of the changes would be to clarify and expand the management powers available to the Corporation, to increase opportunities to generate revenue for the benefit of the Open Spaces (consistently with their status as public places of recreation and enjoyment), and to strengthen enforcement powers.

Recommendation

The Committee is invited to approve the recommendation, subject to the concurrence of the Policy and Resources Committee and the Court of Common Council, that a City of London Corporation (Open Spaces) Bill be promoted to seek the legislative changes described in this Report.

Main Report

Introduction

1. The statutory Open Spaces managed by the City Corporation largely continue to be governed by nineteenth-century legislation, with only limited modifications (most significantly in the 1930s and, in relation to Hampstead Heath, the 1960s). While this legislation has served its basic purpose of preserving the Open Spaces as valuable places of public recreation and enjoyment, there are a number of respects in which it is unclear or out of date. This can leave the City Corporation exercising management functions in reliance on its position as landowner, where it would be more appropriate to be able to draw on express statutory powers. The Open Spaces Department has also identified features of the current legislation which impede the ability to generate income for the Open Spaces, without compromising their essential function as a natural amenity and public recreational resource. A

need for new powers to deal effectively with anti-social behaviour and low-level crime has also been identified.

2. For these reasons the Committee was invited last year (24th November) to approve an informal consultation to seek out local views about potential changes to the legislation. Following the approval of the Committee, a discussion paper was produced by the Open Spaces Department and a number of responses received (as summarised below). Officers have considered these and further internal discussion has taken place about the legal and practical background. As a result, it has been decided to seek agreement to a number of legislative changes. These broadly follow the proposals canvassed in the discussion paper. If the Policy and Resources Committee and the Court of Common Council agree to the promotion of a Bill, the parliamentary process would offer a formal opportunity for interested parties to submit views about the detailed merits of the proposals.

Proposed provisions for inclusion in the Bill

3. The provisions described below would apply to each of the three Open Spaces within the remit of this Committee.

Management powers

4. An express power is proposed for the City Corporation to carry out husbandry and land management in the Open Spaces, including in particular the cutting, chipping, mulching, collecting, swaling (a method of controlled burning) or cultivation of vegetation, and the grazing of animals (whether directly by the City Corporation or by agreement with other persons). This power would have to be exercised consistently with the City Corporation's duty to preserve the natural aspect of the Open Spaces. It is not intended that the Open Spaces should be managed in a different way as a result of the power, but rather to provide greater legal clarity. At present the legislation contains an express power of management only in relation to trees, pollards and underwoods (shrubs in wooded areas), which does not reflect the full range of activities which need to be carried out in order to preserve the environment of the Open Spaces.

Leases

5. An extension of the power to let premises (such as those used as cafés) is proposed, with the maximum period set at twenty-one years. The existing power in Highgate Wood and Queen's Park has a three-year maximum, which is applied for the sake of consistency in Hampstead Heath (where it is also desirable to clarify that the Hampstead Heath Order 1989 does not override the power of letting). Leases of longer length should attract greater private investment and thus improve the standard of facility on offer. The power of letting would be exercisable in connection with all services and facilities which the City Corporation is able to provide through a third party. An express power is required for letting because of the inalienable status of the Open Spaces. The extended period would not prevent the Corporation from exercising contractual rights to terminate arrangements with providers early, for instance if the standard of provision were to prove unsatisfactory.

Agreements with utilities

6. A power is proposed to enter into agreement with utilities companies to lay infrastructure such as water-pipes and electricity-cables in the Open Spaces. A number of such agreements have been entered into in the past in reliance on the City Corporation's (or, in the case of Hampstead Heath, the Greater London Council's) general powers as landowner. It is however desirable to remove any room for debate about the nature of such agreements by providing an express power in legislation, incorporating protective provisions. Infrastructure would have to be underground (enabling reinstatement of the surface after digging) unless overground installation would not harm the amenity of the Open Spaces.

Highways and traffic management

7. It is also proposed to empower the City Corporation to enter into formal agreements with local councils about highways and traffic management functions. These could cover, for instance, the installation or removal of cattle-grids, traffic controls, or the management of parts of the Open Spaces so as to complement road safety schemes. The provision would not expand the substantive powers of either party over the land under its control, but would provide a formal framework whereby the interests of users of the Open Spaces and users of the local roads network could both be taken into account.

Revenue-generating powers

8. It is proposed to seek an express power to enable events such as weddings, receptions, recitals and exhibitions to take place in the Open Spaces in defined circumstances. Without compromising the essential purpose of the Open Spaces, the Open Spaces Department believes that significant revenue could be generated to support their running costs. Although some small-scale use of the Open Spaces for private events has already started in reliance on the City Corporation's position as landowner and charitable trustee, it is preferable to have an express power laid down in legislation to set out the circumstances in which such events may be allowed, particularly if it might be necessary to impose temporary restrictions on public access to limited areas in order to enable events to go ahead. The power would be subject to safeguards in order to ensure that it would only be used consistently with the main purposes of the Open Spaces and would not materially harm the amenity they provide for public recreation and enjoyment. In particular, it is anticipated that policies would be produced in consultation with interested parties (including the consultative committees) as to the types and frequency of events which could be held.
9. There are a number of lodges and other buildings in the Open Spaces which are no longer required for management purposes. They represent a resource which could be deployed for the benefit of the Open Spaces, but under the present legislation there are only limited circumstances in which they can be used for purposes other than managing the Open Spaces. A power is therefore proposed to grant leases or licences for up to 21 years in order to enable such buildings to be used for residential, commercial, charitable or

other purposes, provided that no material harm to the amenity the Open Spaces provide would result.

10. Recent years have seen an increase in the use of the Open Spaces for commercial activity, such as paid dog-walking and fitness instruction. A mechanism to obtain a contribution to the running costs of the Open Spaces from those who use them for private profit would appear consistent with the public recreational purposes for which they are maintained. A power is therefore proposed to introduce a licensing scheme for commercial use of the Open Spaces, to subject profit-making activities specified in the scheme to a requirement that a license is purchased and its conditions adhered to. It is envisaged that the scheme would be subject to the same consultative arrangements as noted for income-generating activities referred to in paragraph 8 above.

Enforcement powers

11. It is proposed to make clear that the standard scale of fines introduced in 1982 applies to offences under the byelaws applicable in the Open Spaces. Prior to the introduction of the standard scale (which provides five 'levels' of fine updated periodically by secondary legislation), amounts of fine were enshrined in primary legislation with no means of up-rating for inflation. The fines for the Open Spaces were last updated in 1977 (except for Hampstead Heath which was then within the scope of local government legislation), when the maximum was set at £200. By way of comparison, most byelaws for open spaces operated by local authorities now make use of level 2 on the standard scale, which is currently set at £500 but is shortly to rise to £2,000. The courts in certain cases have been prepared to accept that the standard scale does apply to the City Corporation's Open Spaces, but the legislative position is not entirely clear. It is therefore desirable to settle the position.
12. A power is proposed to be able to issue fixed penalty notices for certain offences committed in the Open Spaces. These would primarily be offences against the byelaws but would also include littering and, if the proposals in this report are taken forward, contraventions of licensing schemes for commercial activity and of anti-social behaviour measures against offenders. Fixed penalty notices offer suspected offenders the option to pay a lesser fine (of up to £100) in order to avoid criminal prosecution. They thus provide an intermediate option between an informal warning and full prosecution in the magistrates' court. They are now widely used by police forces and local authorities in relation to anti-social behaviour and other low-level criminality.
13. The public right of access to the Open Spaces means that there is limited scope to protect them, their users or the staff managing them from the small number of people who use them to engage in anti-social behaviour or other wrongdoing. A power is proposed (along the lines of those available to local authorities under anti-social behaviour legislation) to take action against persons who behave in this way in the Open Spaces. In other public recreational resources, such as National Trust land and Forestry Commission forests, offenders against byelaws may be dealt with through removal or exclusion. That power is also currently available under the Hampstead Heath

byelaws, but it is considered preferable to have more detailed provision in primary legislation.

14. A power is proposed to require persons believed to have committed an offence in the Open Spaces to give their name and address. This power is now commonly conferred on bodies (such as London borough councils and TfL) which issue fixed penalty notices or carry out private prosecutions, and prevents offenders from (lawfully) evading enforcement by refusing to supply their details. At present in the Open Spaces police assistance has to be invoked where a suspected offender refuses to give his or her name or address voluntarily. Whilst the offence will not guarantee cooperation, it makes it more likely.
15. It is also proposed to clarify the City Corporation's powers with respect to objects abandoned or unlawfully deposited in the Open Spaces. These might range from placards and posters to camping equipment or motor vehicles. The Corporation's common-law powers and duties with respect to such objects are currently unclear. A formal procedure would require the Corporation to impound any object removed from the Open Spaces (apart from those manifestly without value) for a period of fourteen days during which the owner could pay storage fees and recover it. After that period the Corporation would be empowered to sell or dispose of the object. For abandoned motor vehicles special provision would be made to tie in with the existing regime used by local authorities.

Miscellaneous

16. A power is proposed to enable the City Corporation to authorise officers to appear in magistrates' courts on behalf of the Corporation in connection with cases involving the Open Spaces. Such a power would achieve consistency with local government legislation by which officers of local authorities may be authorised to appear on behalf of the authority by which they are employed. The provision would also clarify the way in which the former power of the Greater London Council to take legal proceedings applies to the City Corporation as the successor body of the Council with respect to Hampstead Heath.

Consultation

17. The discussion paper was presented to the meeting of the Hampstead Heath Consultative Committee on 9th March this year. The rationale behind the suggested powers was generally accepted. However, it was felt that more detail about the scope of the powers and their intended use was needed in order to make a proper assessment of their suitability. In particular, it was considered that the powers should be considered in the light of policies indicating how they were to be exercised. This suggestion has been taken into account in formulating these proposals (see paragraph 8 above) and will be further acted upon in the course of the parliamentary process (assuming a Bill is promoted). More detailed points were also made, for instance about the possibility of community use of redundant buildings and the potential effects of underground utilities installations on ecosystems and hydrology, and these will be taken into account in the detailed drafting of the Bill.

18. The paper was then presented to the meeting of the Highgate Wood Joint Consultative Committee on 22nd April this year. The Superintendent gave examples of potential uses of the suggested powers and took questions. Members of the Committee were broadly supportive.
19. Members of the two Committees referred to above and the Queen's Park Joint Consultative Group have been alerted to the submission of this Report, and invited to submit any further comments to the Town Clerk for the consideration of the Committee.

Strategic implications

20. The proposals would facilitate efficiency savings and the delivery of the Service-Based Review (KPP2), enhance the potential for the City Corporation's leisure facilities to generate additional income in order to maintain quality of content in an era of reduced resource (KPP5), and assist in providing safe, secure and accessible Open Spaces (KPP5). They would also advance KPP 6 ("increasing the outreach and impact of the City's cultural, heritage and leisure contribution to the life of London and the nation") in the Corporate Plan 2015–19.
21. The Open Spaces Business Plan 2015/17–2017/18, as agreed by the Open Spaces and City Gardens Committee on 20th April 2015 and shortly due to be considered by other relevant committees, includes reference to legislative proposals as a key project on the Open Spaces Roadmap. The proposals would enable or facilitate a number of other projects set out in the Roadmap.

Financial and risk implications

22. The Bill would enable or facilitate the generation of revenue to be applied for the benefit of the Open Spaces. For example, it is estimated that the letting of residential lodges at Epping Forest would generate net income of £120,000 per annum.
23. The costs of promoting the Bill are estimated to be in the region of £75,000 (covering items such as parliamentary fees, printing and statutory notices), provided that the Bill were unopposed. If the Bill were to be opposed by petition, the costs could be significantly greater.
24. There is an element of non-financial risk in the form of reputational damage if the proposed management or revenue-generating powers were regarded as detracting from the central purpose of the Open Spaces as unspoilt places of free public resort, or if the proposed enforcement powers were perceived as excessive. Clear explanation of the content and background of the proposals, willingness to include appropriate safeguards in the legislation, and the development of policies to guide the implementation of the proposed powers will be needed to enable such risk to be dealt with effectively.

Next steps

25. Similar reports have been or will be submitted to the other management committees seeking agreement to the proposed provisions to the extent that they apply to the Open Spaces within the remit of each committee. If the

proposals are agreed by the management committees, the Policy and Resources Committee will be invited to submit a recommendation to the Court of Common Council that authority be given to promote a Bill. If authorised, the Bill would be deposited in Parliament in November this year. It is then likely to be in Parliament for two sessions.

Conclusion

26. The Open Spaces Department wishes to take this opportunity to amend and supplement the legislation governing the Open Spaces so as to provide a clear basis for a full range of appropriate management activities, to ensure continued financial sustainability, and to strengthen the ability of the City Corporation to protect against misuse in an effective and proportionate manner. These proposals are presented to the Committee to give effect to these objectives.

Appendices

(None.)

Background Papers

- Report of the Remembrancer and the Director of Open Spaces on Open Spaces Legislation, 3rd November 2015.
- Minutes of the meeting of the Coulsdon Commons Consultative Committee, 14th January 2015.
- Minutes of the meeting of the West Wickham Commons Consultative Committee, 20th January 2015.
- Minutes of the meeting of the Ashstead Common Consultative Committee, 27th January 2015.

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City Remembrancer

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Committee(s):	Date(s):
Open Spaces & City Gardens - For Decision	20 April 2015
West Ham Park - For Decision	20 April 2015
Port Health & Environmental Services - For Decision	5 May 2015
Epping Forest & Commons - For Decision	11 May
Hampstead Heath, Highgate Wood & Queen's Park - For Decision	18 May 2015
Subject: Open Spaces Business Plan 2015/16 – 17/18	Public
Report of: Director of Open Spaces	For Decision
Summary	
<p>The Open Spaces Business Plan 2015/16 – 17/18 focuses on delivering our charitable objectives and our four departmental objectives:</p> <ul style="list-style-type: none"> • Protect and conserve the ecology, biodiversity and heritage of our sites • Embed financial sustainability across our activities by delivering identified programmes and projects • Enrich the lives of Londoners by providing a high quality and engaging learning and volunteering offer • Improve the health and wellbeing of our communities through access to green space and recreation <p>The delivery of these objectives is supported by a number of corporate, departmental and divisional projects and programmes. These are illustrated on our roadmap. These programmes are an ambitious plan for change which will allow our charities to operate more effectively both individually and as a collective, to deliver of objectives in a way that is effective and sustainable.</p>	
Recommendation	
It is recommended that Members approve the Open Spaces Business Plan 2015/16 – 17/18	

Main Report

Background

1. In line with City of London business planning guidance, the Open Spaces Business Plan covers a three year period and is reviewed on an annual basis.

Current Position

2. The business plan for 2015/16-17/18 presents a slightly changed approach from previous years as it focuses on the department's roadmap for key programmes and projects. Roadmaps have started to be introduced across the City of London to illustrate priority projects including a timeline and milestones.
3. The roadmap presents an overview of programmes and activities and it is supported by a suite of project and programme management documents which include a new "Opportunity Outline", "Corporate Impact Assessment", "Project Initiation Document" and "Highlight Report". These documents form the basis of a new corporate gateway process for the scoping, delivering and monitoring of non-capital projects.
4. The Open Spaces department has been at the forefront of adopting the new roadmap approach as we believe it will help us in delivering our ambitious programme of change. This programme will allow us to achieve our departmental savings over the next three years while focusing our attention and activities on delivering and understanding outcomes for our communities.

The Open Spaces Charities

5. This year the business plan also reflects the significance of our eight charities – Ashted Common, Burnham Beeches & Stoke Common, Coulsdon & Other Commons, Epping Forest, Hampstead Heath, Highgate Wood & Queen's Park, West Ham Park, West Wickham Common and Spring Park. Although each of the charities has slightly differently stated charitable objectives, they focus on the preservation of the open space for public recreation and enjoyment. These twin goals of preservation of space and community benefit are reflected in our vision and our departmental objectives.
6. The recognition of our charities has been highlighted this year as a reminder of our obligations as custodians of our open spaces for the benefit of our communities. This is reflected by the new Open Spaces identity which highlights each individual charity.

Departmental Objectives

7. The business plan presents four departmental objectives, which support our charitable objectives:
 - Protect and conserve the ecology, biodiversity and heritage of our sites
 - Embed financial sustainability across our activities by delivering identified programmes and projects
 - Enrich the lives of Londoners by providing a high quality and engaging learning and volunteering offer
 - Improving the health and wellbeing of our communities through access to green space and recreation

8. Our achievement of these objectives is supported by our roadmap projects and programmes.

Key Projects and Programmes

9. The projects and programmes which form the roadmap are:
 - Learning
 - Sports
 - Various Powers Bill
 - Promoting our services
 - Energy efficiency
 - Fleet and equipment review
 - Wayleaves
 - Ponds Project
 - Lodges and operational property review
 - Car parks
 - Cafes
10. The roadmap also reflects a number of corporate projects which will have an impact on the work of the department – service based review; strategic energy review; customer service transformation; oracle business intelligence; City People (I-Trent) upgrade; Investors in People and revised appraisal system roll out.

Key Performance Indicators

11. A new set of indicators were introduced in last year's business plan. The department is now looking to develop these indicators further with a "basket of indicators" which will sit behind each KPI which will allow us to consider a broader range of performance measures.
12. An additional KPI – energy efficiency and sustainability – has been introduced to reflect the importance this is considered by the department. The targets have been taken from the department's Sustainability Improvement Plan.

The Cemetery and Crematorium

13. As in the previous business plan, a different set of KPIs are included for the Cemetery and Crematorium to reflect their operation as a business rather than a charity. These are:
 - Maintain 23% market share of cremation
 - Maintain 8% market share of burials

- Income compared to income target
- Target of 60% of cremation using the new fully abated cremator

Corporate & Strategic Implications

14. The delivery of the Open Spaces Business Plan 2015/16 – 17/18 will support the City of London’s strategic aim “to provide valued services to London and the nation” and the key policy priority of “maintaining the quality of our public services whilst reducing our expenditure and improving our efficiency”.

Conclusion

15. The roadmap which forms the basis of the Open Spaces Business Plan illustrates the eight key programmes that will deliver change and improvement across the department over the next three years. By working together more effectively as a department, we will support each of our charities in delivering to their communities and the Cemetery & Crematorium in delivering their services.

Appendices

- **Appendix 1 - Open Spaces Business Plan 2015/16 – 17/18**

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Open Spaces Business Plan 2015/16 – 2017/18

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1. Director's introduction

We began 2014/5 by looking at the longer term; considering what Open Spaces will need to provide for communities over the next 50 years. Many of the landscapes we manage require long term planning. With the projected growth in London's population, pressures on the NHS and education, as well as substantial reductions in central government grants which have left local authorities with major decisions to make over the levels of service they provide; we determined to focus on ensuring our green spaces would be able to meet the challenges of these changes. Whilst the City of London Corporation is not simply a local authority, we do provide local services. Like other organisations, we are facing serious economic challenges; we are, however, working hard to ensure our financial position remains stable. In reviewing our services we are challenging what and how we provide them, as well as the way we currently operate. This will, allow us to explore more efficient, effective and innovative ways of working. We have used this work to develop a programme of change for 2015 onwards.

As well as planning ahead, there were some significant achievements in 2014. The two reservoir projects – Hampstead Heath's Ponds and Epping Forest's Highams Park Lake – have been examples of excellent joint working with engineers from the Department of the Built Environment, as well as community engagement. Highams Park now has a new dam and significantly less silt, as well as achieving a solution for the home of the local scout canoeists. At Hampstead Heath, following a successful outcome of the Judicial Review and planning permission, work has been able to start on site; achieving the tight planned timescale. Both projects have benefitted from some great staff support, working closely with a wide range of community groups.

Other projects that have made good progress include the Cemetery and Crematorium Shoot, providing additional burial space, where work is now ready to be commencing on site in 2015/6. The Kenley Heritage Lottery Project, involved an interesting workshop on maintaining heritage assets and now has all resources in place to commence work on site later in 2015. As significant part of the grazing strategy was achieved with the completion of the Great Gregory's buildings providing overwintering facilities for 170 cattle including Epping's longhorn and red poll cattle as well as City Common's Sussex cattle. This will enable the herd to grow further in subsequent years, improving wood pasture management.

We are indebted to both staff and volunteers for all their achievements in 2014; with nearly 50,000 volunteer hours, up 10% on 2013, volunteers enable us to together achieve some significant projects; for example the visitor surveys at Epping Forest and the woodland management at City Commons. I was delighted that two Superintendents, Bob Warnock and Andy Barnard, were successful in their appointments to new roles within the Department.

The introduction of a new visual identity, focussing on our charitable trusts, has started to draw together messaging for each site. We continue to focus on improving our web site; seeking to understand the requirements of our customers and using social media to support their interest. We have made good use of QR codes on some sites to direct further information and visitor experience.

This Plan provides our direction for 2015/6 and beyond; focussing on ensuring our green spaces are preserved for recreation and enjoyment, whilst protecting local biodiversity and heritage; providing opportunities for both community and individual enrichment. Our projects are challenging all of us

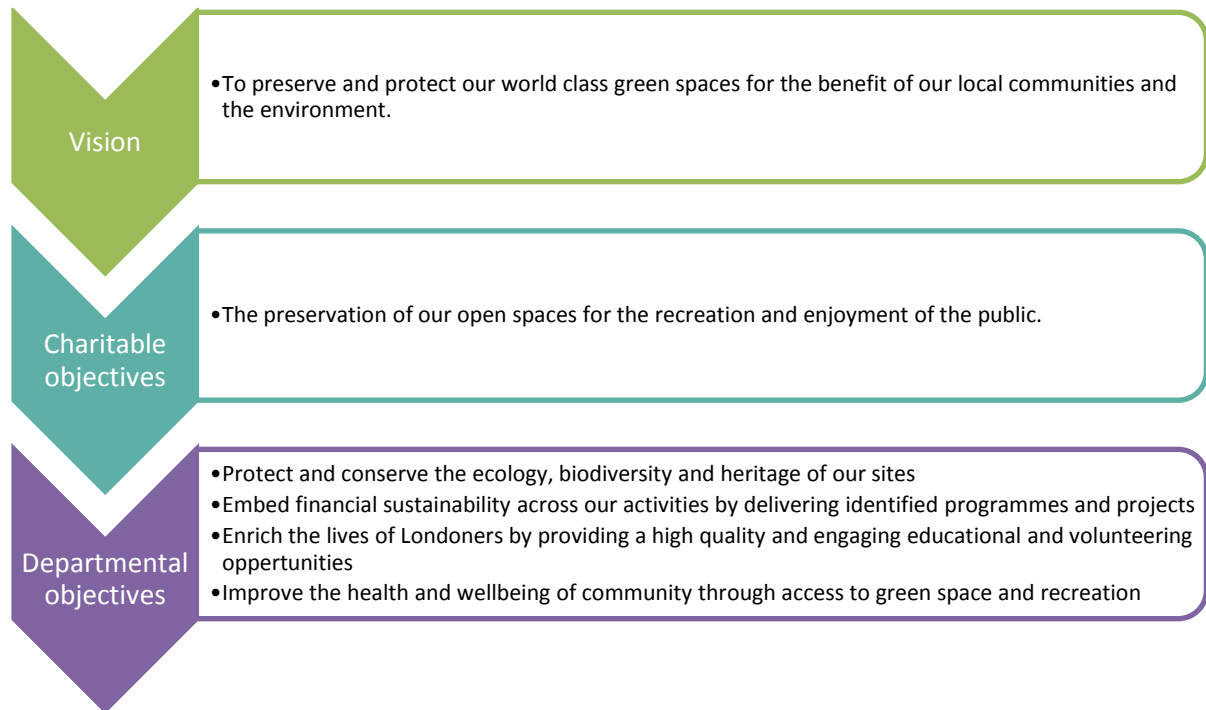
to do things differently and some of them will require our staff to develop new skills – particularly around developing ideas into financially viable projects, managing projects and managing change. Each of our divisional training plans will need to reflect these new requirements alongside day-to-day operational considerations.

In preparing for change, we recognise the need to develop staff skills both in project management, leadership and managing change; as well as developing management information to better understand our customers, empower staff and achieve improvements and efficiencies. Specific projects will focus on the opportunity that the introduction of a Various Powers Bill will enable; a strategic property review and a new Learning Strategy. We will seek further opportunities to become more efficient through energy and fleet reviews, together with achieving additional funding from wayleaves, car parking, cafes and other opportunities to promote our services. Although our focus must be on developing our skills, reducing costs and increasing income; there are several significant projects that must also be delivered. The Ponds Project will be a year for considerable upheaval on site, whilst construction starts; working with the community to ensure the short term impact is limited where possible. At Epping Forest the new management plan will be presented for public consultation.

These projects present an ambitious programme of change that will allow our charities to operate more effectively in delivering their objectives and our Departmental objectives, in a way which is effective, efficient, sustainable and wide reaching.

2. Our vision and objectives

The Open Spaces Department is integral to the service that the City of London offers to the community of London and beyond. Our green infrastructure contributes to ecological diversity and conservation as well as positive outcomes for people - enjoyment, recreation, wellbeing and health.

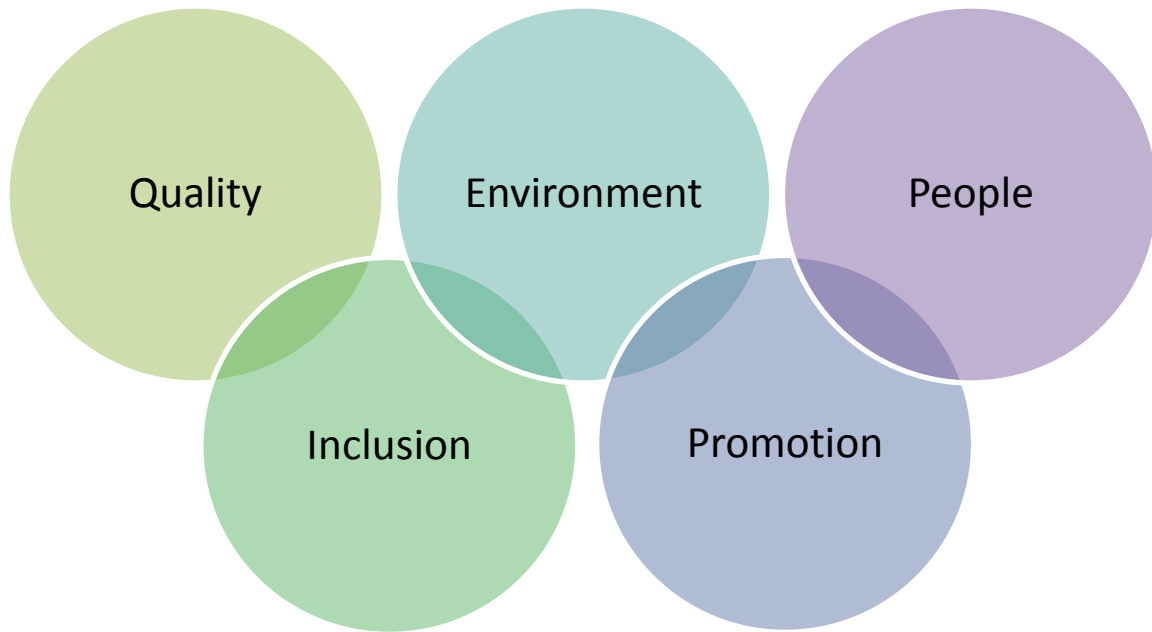


This vision reflects the objectives of each of our eight charities, which focus on the preservation of our green spaces for the recreation and enjoyment of the public. The objectives for each of our charities are included in appendix 2.

The Department's objectives reflect our charities' joint focus on communities and the landscape we all enjoy. Through this business plan, the Open Spaces Department through its charities at Ashted Common, Burnham Beeches & Stock Common, Coulson Common & Other Commons, Epping Forest, Hampstead Heath, Highgate Wood & Queen's Park, West Ham Park, West Wickham Common & Spring Park and as well as our Cemetery & Crematorium will:

- Protect and conserve the ecology, biodiversity and heritage of our sites
- Embed financial sustainability across our activities by delivering identified programmes and projects
- Enrich the lives of Londoners by providing a high quality and engaging educational and volunteering opportunities
- Improve the health and wellbeing of community through access to green space and recreation

In delivering our charity and departmental objectives, we are also conscious of our five departmental values of quality, inclusion, environment, promotion and people; and the City's values of lead, empower and trust.



3. Delivering our key priorities

The delivery of our charitable objectives for each open space and our four departmental objectives is supported by a number of corporate, departmental and divisional projects and programmes. These are illustrated on our departmental roadmap.

Roadmaps are being introduced across the City of London to illustrate priority projects including a timeline and milestones. Each roadmap presents an overview of programmes and activities and it is supported by a suite of project and programme management documents which include new “Opportunity Outlines”, “Corporate Impact Assessments”, “Project Initiation Documents” and “Highlight Reports”. These documents form the basis of a new corporate gateway process for the scoping, delivering and monitoring of non-capital projects.

Our departmental roadmap also reflects those corporate cross cutting projects which will impact on the department, as well as those projects that we are running as a Department. Our departmental programmes are:

Learning	<ul style="list-style-type: none"> •City Bridge Trust Bid Education strategy and operating model Golders Hill Park Zoo and Queen's Park Children's Farm One O'Clock Club Volunteering and outreach work at City Gardens and West Ham Park Hampstead Heath education and play facilities
Sports	<ul style="list-style-type: none"> •Sports strategy Charging Paddling pools Wanstead Park changing facility improvement Hampstead Heath Lido Golf course recovery Online sports booking Operating model
Various Powers bill	<ul style="list-style-type: none"> •Management powers Income generation Enforcement
Promoting our services	<ul style="list-style-type: none"> •Market research Events Charging Commercial activity Promotion of charities Increase awareness of services Understanding of costs Digital development
Energy efficiency	<ul style="list-style-type: none"> •Audit of property Reduction in utility usage Increase electricity generation
Fleet & equipment review	<ul style="list-style-type: none"> •Audit of equality and costs Disposal Management options
Wayleaves	<ul style="list-style-type: none"> •New charging model Annual process of review Enforcement
Ponds Project	<ul style="list-style-type: none"> •Engineering and landscaping project to improve dam safety, improve water quality and create diverse habitats
Lodges and operational property review	<ul style="list-style-type: none"> •Identification of surplus property Exploration of short and long term leasing opportunities Disposal of surplus assets Income generation
Car Parks	<ul style="list-style-type: none"> •Divisional based projects considering charging strategy and infrastructure to support this
Cafes	<ul style="list-style-type: none"> •Development of food sales, concessions and cafe Service improvements Increased income

Together these projects present an ambitious programme of change that will allow our charities to operate more effectively together in order to deliver each of the charities' objectives and our departmental objectives in a way which is effective, efficient, sustainable and wide reaching. Our roadmap is attached at appendix 1.

A separate list of future capital projects is included at appendix 3. However over the next three years the Department will primarily be focusing on our roadmap projects and programmes. As a result only those capital projects associated with roadmap projects have been added to the business plan.

4. Performance measures

As the Directorate undertakes the change programme as part of our key priority projects and programmes to secure financial sustainability and to meet our key objectives, it will be increasingly important for staff to have access to information about our customers and our business performance to inform decisions.

New Key Performance Indicators (KPIs) were introduced in 2014/15 – Conservation, Customer Satisfaction, Finance and People Management. These will continue as: Preserving the ecology and biodiversity of our sites, Customer Satisfaction, Finance and Developing our staff. A new indicator, Energy efficiency and sustainability, has been added to reflect two of our roadmap projects – Energy Efficiency and Fleet Review.

To enable decisions to be based on good evidence, we are developing the performance indicators established by the previous business plan. To facilitate this, a broader basket of site specific indicators will sit behind each KPI. These will drill down into further detail. The development of a broader range of indicators will also enable us to recognise the variety and differences between each of our 14 open green.

KPI	Performance 2014/15	Basket of Indicators for 2015/16
Preserving the ecology and biodiversity of our sites	Target of all sites having either a current management plan or work on next plan initiated met by the end of 2014/15	<ul style="list-style-type: none"> • Sites with current management plan • Green flags awards • Green heritage awards • SSSI condition • London in Bloom awards • Heritage assets at risk
Customer satisfaction	Target of all divisions to have completed a hundred “60 second surveys” met in 2014/15	<p>Completion of hundred 60 second surveys for each site</p> <p>A basket of indicators will be developed during 2015/16 following a market segmentation exercise and as part of the Promoting our Services roadmap project. These indicators will link to COL Customer Strategy</p>
Finance - Income as a percentage of local expenditure (actuals)	<p>Goal of increase percentage for 14/15 compared to 13/14</p> <p>TBC at year end</p>	<ul style="list-style-type: none"> • Road map projects successfully delivered • Net profit evaluation of events • Net profit evaluation of commercial activity
Developing our staff	<p>Target of trainings spend of 1.5% of direct employee costs</p> <p>TBC at year end</p>	<p>Target of training spend of 1.5% of direct employee costs</p> <p>A basket of indicators will be developed during 2015/16 that link to Investors in People, a training analysis and a departmental workforce strategy. It</p>

		is anticipated that these indicators will consider the effectiveness of training and how it is contributing to the business; staff progression and retention; development of core skills over and above business specialist.
Energy efficiency and sustainability	Performance against the Department Sustainability Improvement Plan	<ul style="list-style-type: none"> • Reduce utility consumption by 2.5% per annum • Reduce fuel consumption by 5% per annum • Increase in electricity generation of 100KW (two additional buildings generating at least 50KW each)

The Cemetery & Crematorium has an additional set of Key Performance Indicators which reflect the commercial and regulatory environment in which it operates.

Target 2014/15 and 2015/16	Performance 2014/15
Maintain 23% market share of cremations	Under KPI to date due to reduced operating in January and February as a result of operational issues
Maintain 8% market share of burials	7Under KPI due to a slight shift away from burial this year.
Income compared to income target	To be confirmed at end of year – expect to exceed income target
Percentage cremations using the new fully abated cremator – target of 60%	48.5% due to the failure of our abated cremator during parts of November, January and February.

In addition to our KPIs, as part of our roadmap projects, we are also embedding consideration of outcomes in each project and programme as they are developed. Over time the development, monitoring and refinement of our outcomes will feed into our KPIs and indicators.

5. Our People

The Open Spaces Department employs 350 staff across a broad range of activities including arboriculturalists, litter pickers, rangers, constabulary, lifeguards, bereavement services, grounds maintenance, administration, marketing, sports, fleet management and education. A structure chart is included at appendix 6.

Our roadmap projects are challenging all of the staff in the Open Spaces Department to do things differently and some of them will require some of our staff to develop new skills – particularly around developing ideas into financially viable projects, managing projects and managing change. Each of our divisional training plans will need to reflect these new requirements alongside day-to-day operational considerations.

Investors in People

The City of London Corporation being assessed over a period of three years against the Investors in People (IIP) core standard and the wider IIP framework. In year one (September 2014) the assessment focused on validating the 'one team' culture and effectiveness of leaders and managers. In September 2015 the assessment focus will be on the effectiveness of engagement of frontline teams in all elements of strategy implementation and in year three the assessment focus will be on the skills of managers in evaluating the outcomes from learning and development activities.

In September 2014 the City Corporation met the evidence requirements of the IIP core standard and enough of the wider framework evidences from indicators 1, 3, 4 and 5 to secure recognition as a Bronze Investor in People. It is hoped that by the last assessment in September 2016 enough of the wider IIP framework evidences will have been met to secure the Gold award.

An Open Spaces Departmental action plan based on the 2014 assessment has been developed. Superintendents and their teams are working towards imbedding the IIP principles into everyday management, develop and share areas of good practice and gathering evidence for the next assessment.

Workforce planning

In recognition of our need to effectively manage and develop our workforce, we will be replacing our Human Resources Improvement Group with a Workforce Planning Group. This departmental group will contribute to a broader corporate programme of activity around workforce planning.

Succession Planning

The Department recognises the need to succession plan both as part of individuals development but also to secure positive outcomes for the Department. The Senior Leadership Team will be discussing how to take this forward with our HR Business Partner.

Learning priorities and outcomes

The department has a suite of learning priorities which are: project management, people management, leadership, financial awareness, managing and working with volunteers, operational training and coaching/mentoring skills. In setting our learning priorities for this business plan period, consideration has been given to our charitable and departmental objectives, and our roadmap projects and programmes.

Our learning priorities will be used to identify appropriate learning opportunities. Learning outcomes will be set for each learning opportunity, such as courses, conferences or events, and outcomes will be evaluated on completion of learning and cost-benefit will be evaluated. This will allow the Department to understand the impact of its learning programme and to highlight those learning opportunities which have proved particularly valuable.

Volunteers

We are hugely grateful for the work of our volunteers who support a wide range of activities across our green spaces including woodland management, ecological surveys, ecological enhancements, event organisation & delivery, mentoring, visitor engagement and installing new planting schemes. Some of activities and services are only possible due to the time given by volunteers.

In recognising the support of our volunteers in managing and maintaining our green spaces, we also recognise that volunteering should be a beneficial and enjoyable experience for those who volunteer. Volunteering can contribute to a range of outcomes including: connectivity to open space and the wider community, exercise, a sense of wellbeing, engagement with others and skills development. As part of our learning programme, we will be developing a series of outcomes and indicators which will help us to assess and understand the impact of volunteering for those who participate.

A volunteering programme is now embedded at each of our sites with the exception of the Cemetery & Crematorium. The Department will continue to develop its volunteering offer and ensure that the contribution of volunteers is maximised through its Volunteering Improvement Group which brings representatives from across the Department together to share good practice.

As we progress our roadmap projects and programmes we will continue to work with communities and volunteers to deliver the services they need.

6. Risk Register

The Open Spaces Department manages risk through a Departmental risk register, divisional risk registers, generic risk assessments and dynamic risk assessments. The Department also currently has one risk on the Corporate Risk Register – Corporate Risk 11.

Risks are managed on a divisional basis and each divisional management team is responsible for managing risks locally. Risks are escalated to the Departmental risk register to reflect those risks which cut across divisions, or which would have an impact which would be felt beyond the division. Risks are escalated to the Corporate Risk Register in accordance with the City of London Risk Management Strategy.

Generic risk assessments have been produced by the Open Spaces Risk Assessment Group and agreed by Senior Leadership Team to ensure a common standard across the Department. These generic risk assessments are then used as a basis for preparing risk assessments and safe systems of work in each of the divisions.

Dynamic risk assessments are conducted by staff prior to undertaking any risky activity. Where alterations are made to agreed safe methods of working these decisions must be documented.

The most significant risks facing the Department are our ability to deliver our roadmap projects & programmes; animal, plant & tree disease; and health & safety.

Each roadmap project will develop its own risk register for the project and the associated change implementation. These risks will be managed by the project lead and reported to the programme board or programme executive. Risks and issues will be escalated by the programme executives to the Department's Senior Leadership Team as necessary, who in turn may choose to escalate risk further through the corporate process.

7. Health and safety

Health and Safety is managed in the Department through the Health & Safety Improvement Group which meets quarterly and is chaired by the Director. Each division is represented at this meeting, and each divisional representative is charged with communicating the outcomes and

recommendations of the Health & Safety Improvement group to their divisions. The minutes of the meetings are circulated through the Department and made available on divisional notice boards.

The Health & Safety Improvement Group has a Risk Assessment Sub Group which is currently reviewing and rationalising risk assessments and safe systems of work.

Each division also has its own Health & Safety group which escalates issues up to the Departmental Health & Safety Improvement Group as necessary.

The Director represents the Department on the City of London Health & Safety Committee which is chaired by the Town Clerk. The Open Spaces Technical Manager also attends the City of London Safety Managers Forum.

The Open Spaces Department uses 12 indicators to monitor Health & Safety which are attached in appendix 5. An annual Health & Safety audit is carried out to monitor the 12 Health & Safety indicators. The audit is carried out by each division carrying out a self-assessment which is followed in alternate years by a validation from another division.

The current areas the Department is focusing on to improve are:

- Managing contractors
- Maintenance of equipment
- Working with the public/lone working
- Musculo-skeletal issues
- Premises fire risk assessments
- Noise and vibration
- Risk assessments for the use of chemicals.

8. Property and asset management

The Open Spaces Department is the custodian of the City's open space land, while the City Surveyor is responsible for the maintenance of the buildings and other built infrastructure. The Open Spaces Department will be working together with the City Surveyors and Chamberlains as part of the operational property review during the course of this business plan to review our operational assets to ensure that assets are used effectively and sustainably and any surplus assets are identified.

Preparations for this review have already identified surplus assets including surplus lodges, the "rabbit triangle" and a toilet block at the Cemetery and an empty office at Farthing Downs. This work is reflected on our roadmap. Discussions have also started to consider cases where assets could become surplus in the future, such as Heathfield House which currently houses the management and administration team for Hampstead Heath, Highgate Wood & Queen's Park.

9. Summary Business Plan

Our Vision is:	To preserve and protect our world class open spaces for the benefit of our local communities and the environment.
Our Charitable Objectives are:	The preservation of our open spaces for the recreation and enjoyment of the public.
Our Departmental Objectives are:	<ul style="list-style-type: none"> • Protect and conserve the ecology, biodiversity and heritage of our sites • Embed financial sustainability across our activities by delivering identified programmes and projects • Enrich the lives of Londoners by providing a high quality and engaging educational and volunteering opportunities • Improving the health and wellbeing of community through access to green space and recreation

Our Key Performance Indicators are:		
Description:	2013/14 performance	2014/15 target
Preserving the ecology and biodiversity of our sites	Target of all divisions to have completed a hundred “60 second surveys” met in 2014/15	Basket of indicators: <ul style="list-style-type: none"> • Sites with current management plan • Green flags awards • Green heritage awards • SSSI condition • London in Bloom awards • Heritage assets at risk
Customer satisfaction	Target of all divisions to have completed a hundred “60 second surveys” met in 2014/15	100 surveys per site completed. A basket of indicators will be developed during 2015/16 following a market segmentation exercise and as part of the Promoting our Services roadmap project. These indicators will link to COL Customer Strategy
Finance - Income as a percentage of local expenditure	TBC at year end	<ul style="list-style-type: none"> • Road map projects successfully delivered • Net profit evaluation of events • Net profit evaluation of commercial activity
Developing our staff	TBC at year end	Target of training spend of 1.5% of direct employee costs

		A basket of indicators will be developed during 2015/16 that link to Investors in People, a training analysis and a departmental workforce strategy. It is anticipated that these indicators will consider the effectiveness of training and how it is contributing to the business; staff progression and retention; development of core skills over and above business specialist.
Energy efficiency and sustainability	New indicator	<ul style="list-style-type: none"> • Reduce utility consumption by 2.5% per annum • Reduce fuel consumption by 5% per annum • Increase in electricity generation of 100KW (two additional buildings generating at least 50KW each)

Our Financial Information:					
	2013/14 Actual 000	2014/15 Original Budget 000	2014/15 Revised Budget 000	2014/15 Forecast Outturn (latest) 000	2015/16 Original Budget 000
Employees	£13,777	£14,206	£13,850	£13,850	£14,256
Premises	£2,118	£1,849	£1,983	£1,983	£1,771
Transport	£639	£597	£1,027	£1,027	£622
Supplies & Services	£2,455	£2,142	£2,100	£2,100	£2,152
Third Party Payments	£61	£78	£112	£112	£78
Transfer to Reserve	£213	£100	£66	£66	£74
Total Expenditure	£19,263	£18,972	£19,138	£19,138	£18,953
Total Income	-£8,344	-£8,376	-£8,376	-£8,626	-£8,280
Total Local Risk	£10,919	£10,596	£10,762	£10,512	£10,673
Central Risk	-£2,235	-£1,203	-£516	-£516	-£619
Total Local and Central	£8,684	£9,393	£10,246	£9,996	£10,054
Recharges	£4,019	£3,829	£4,031	£4,031	£3,992
Total Net Expenditure	£12,703	£13,222	£14,277	£14,027	£14,046
City Surveyor Local Risk	£3,164	£4,785	£4,181	£4,181	£5,039
Total Net Expenditure	£15,867	£18,007	£18,458	£18,208	£19,085

Our People													
Total staff	353												
Full time	314												
Part time	39 (figure does not include seasonal casual staff at Hampstead Heath and Epping Forest)												
Turnover	10-15% of permanent posts become vacant in any one year												
Vacancies	All vacancies are advertised internally within the City of London. From April 2015, all vacancies for Team Leaders and above it will be advertised across the department prior to any further recruitment in order to identify existing employees would like to be considered for secondment, acting up or to have development experience.												
Sickness absence	<p>The Open Spaces department is predominantly a manual worker department and the average number of days lost for the 12 months ending December 2014 was 6.2 days per employee. This compares favourably with the corporate average.</p> <p>The main areas which caused the sickness absence in late 2014 were musculo-skeletal problems such as knee, back, neck, hip and shoulder injuries and infections such as flu, coughs, cold etc. These absences accounted for 52.6% of all sickness absences during the period October to December 2014.</p>												
Gender	74.2% of staff are males, whilst 25.8% of staff are females												
Age range	<p>The Open Spaces Department has an aging workforce, with over 70% employees over 41</p> <table border="1"> <tbody> <tr> <td>20 and under</td> <td>0.6%</td> </tr> <tr> <td>21-30</td> <td>9.1%</td> </tr> <tr> <td>31-40</td> <td>20.1%</td> </tr> <tr> <td>41-50</td> <td>36.3%</td> </tr> <tr> <td>51-60</td> <td>27.8%</td> </tr> <tr> <td>61 plus</td> <td>6.2%</td> </tr> </tbody> </table>	20 and under	0.6%	21-30	9.1%	31-40	20.1%	41-50	36.3%	51-60	27.8%	61 plus	6.2%
20 and under	0.6%												
21-30	9.1%												
31-40	20.1%												
41-50	36.3%												
51-60	27.8%												
61 plus	6.2%												
Ethnicity	89.39% of the workforce are white British/European, 1.52% are Asian, 3.33% are black, 5.57% are classified as being of mixed ethnicity												

10. Appendices

1. The Open Spaces Department Roadmap and divisional roadmaps
2. Charitable objectives
3. Capital projects
4. Risk register
5. Health & Safety indicators
6. Structure charts

Guide to the roadmaps

Open Spaces Roadmap and Business Plan

There is one main roadmap for Open spaces that contains the department priorities. This is supplemented by 5 division level roadmaps.

The Open Spaces Departmental roadmap features key corporate projects which will impact on the work of the Department. These are directly taken from the Corporate roadmap and can be seen in the top portion of the document, and below this are the Open Spaces Departmental priority projects.

Each division roadmap shows the Open Spaces Departmental projects in the top portion, and below this are the specific projects the Division are undertaking.

Programme tracking and progress

The roadmaps illustrate the progress of projects against milestones. The milestones are shown as blue diamonds, with activities shown in oblongs. As activities are progressed or completed the orange oblongs are highlighted in Green, while those yet to be completed remain in orange. . Not all project have been fully scoped, this is undertaken using the Corporate Opportunity Outline process and engagement with key stakeholders across the organisation. Once an opportunity outline has been completed and signed off, the activity boxes and key milestones are added to the roadmap for that project.

New projects or programmes that arise during the course of the business planning period may also be added and priorities changes – these will be highlighted through the reporting process.

Dates are shown horizontally across the top of the page. These focus on a 12 month period, longer term projects may appear on the roadmap without milestones or activity.

At the end of each programme line is a traffic light which gives a status of the overall programme – red, amber or green. Red and Amber projects will report on actions required to bring the status of delivery back on track or agree changes to maintain controls around the cost, quality or timeframes for delivery. There is also an arrow to indicate direction of travel (i.e. things are improving, steady state or getting worse). The arrow will also highlight the effectiveness of controls put in place on a red or amber project. The red amber green status and the direction status updates are confirmed through programme highlight reports at our Senior Management Team.

For example, the Education programme is currently listed as amber. This reflects the significant degree of risk and uncertainty associated with the application to the City Bridge Trust, although all activities to date have been completed to agreed timescales.

Committees will receive an update on progress against the roadmap as part of the quarterly business plan update. This will include commentary on any projects which are falling behind schedule or are subject to higher levels of risk.

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Project is in a critical state, guaranteed that the project will go, or has, gone beyond agreed tolerances (financial, benefits, timescales, quality)



Project is slipping, project has slipped or will about to slip into agreed tolerances

Project is on track



Project Closed



Project is in a controlled state



Positive direction of travel



Negative direction of travel



Partnership project

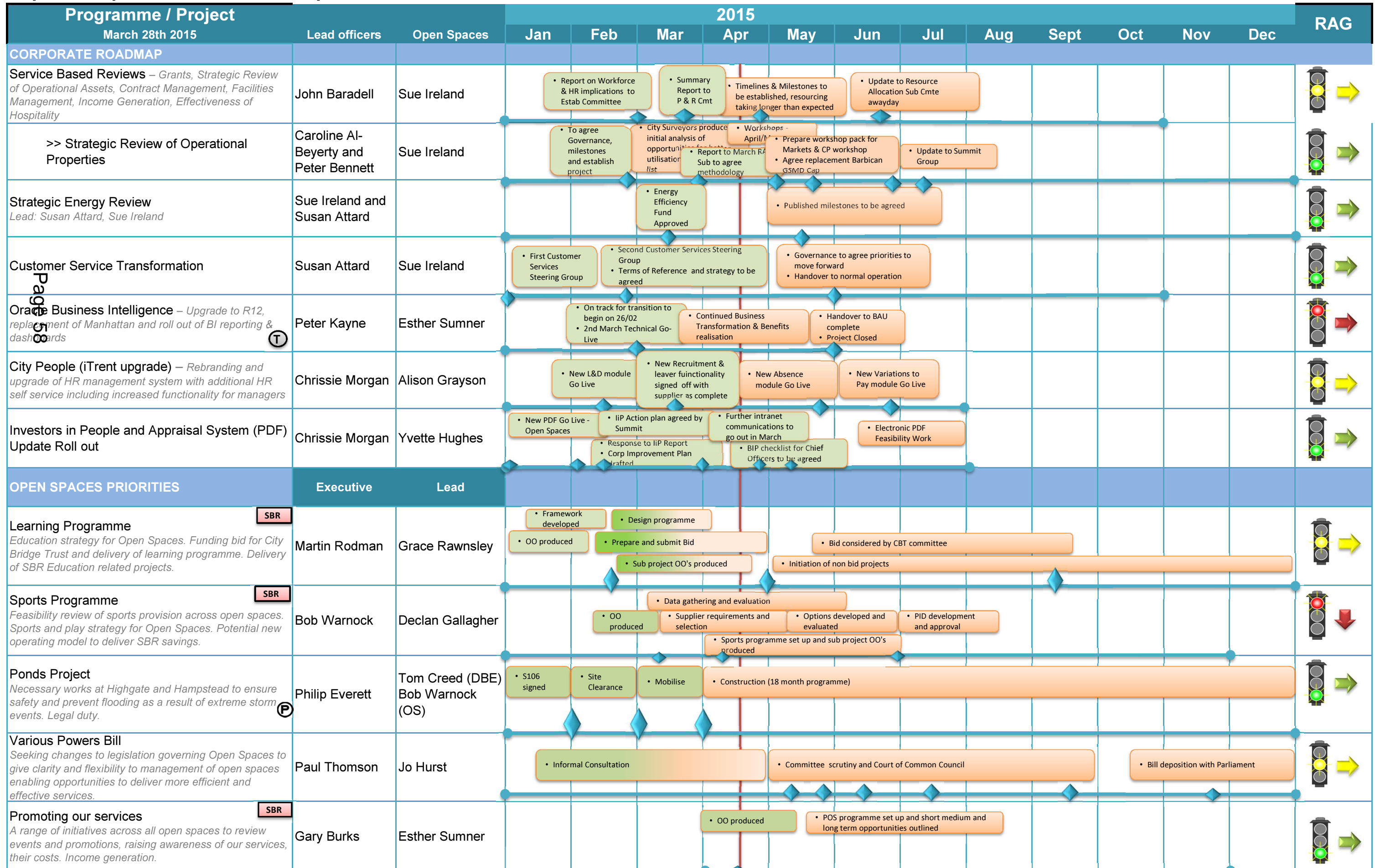


Technology led project

SBR

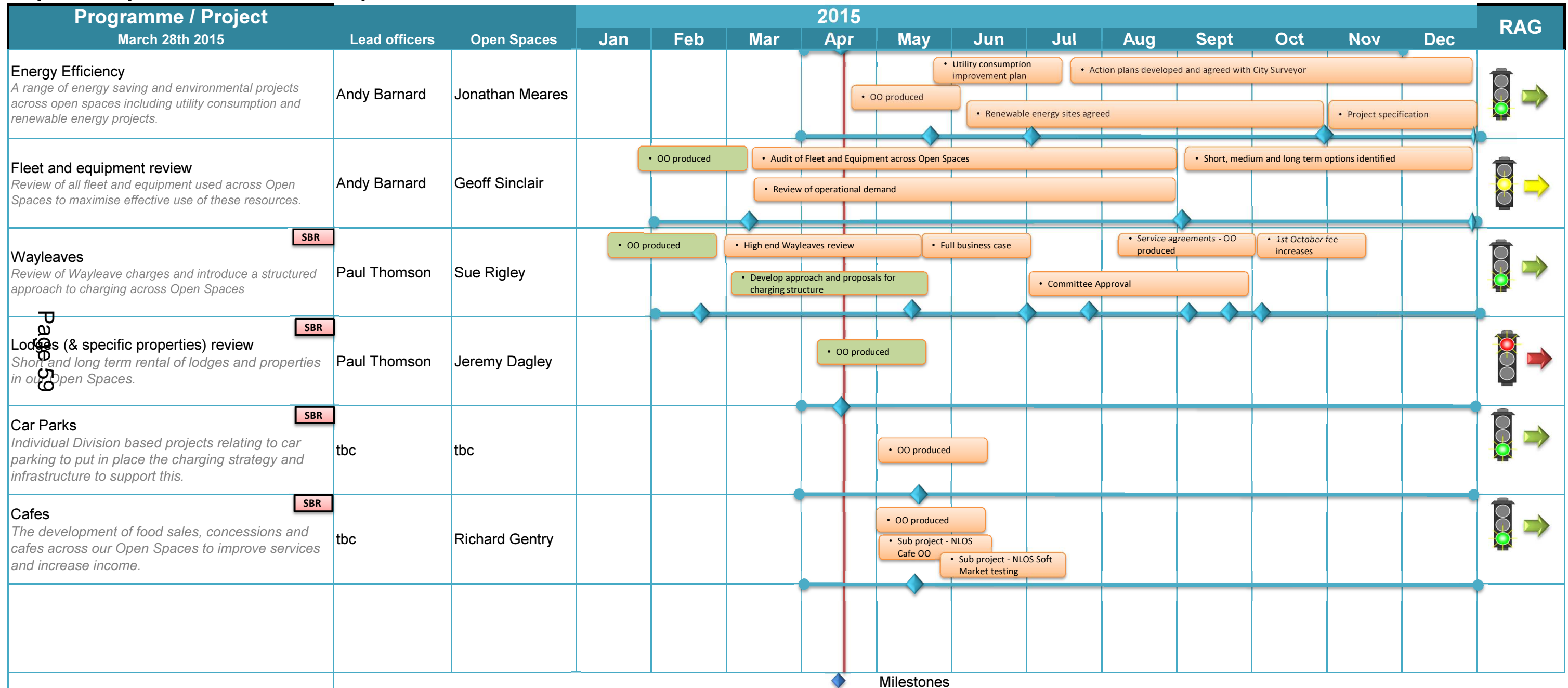
Open Spaces SBR linked project

Open Spaces Roadmap



Page 50

Open Spaces Roadmap



- Project is in a critical state
- Project is slipping,
- Project is on track
- Partnership project
- Technology led project
- Linked to SBR projects and savings
- Milestones
- Project is in a controlled state
- Positive direction of travel
- Negative direction of travel

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Programme / Project			2015												RAG
Initial Draft Jan 2015			Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sept	Oct	Nov	Dec	
Open Spaces Department projects and priorities															
Learning Programme <i>Education strategy for Open Spaces. Funding bid for City Bridge Trust and delivery of learning programme. Delivery of SBR Education related projects.</i>	SBR	Martin Rodman	Grace Rawnsley	• Strategy developed • OO	• Design programme	• Prepare and submit Bid			• Bid considered by CBT committee	• Initiation of non bid projects					🟢➡
Sports Programme <i>Feasibility review of sports provision across open spaces. Sports and play strategy for Open Spaces. Potential new operating model to deliver SBR savings.</i>		Bob Warnock	Declan Gallagher	• OO produced	• Data gathering and evaluation • Supplier requirements and selection	• Options developed and evaluated	• PID development and approval	• Sports programme set up and sub project OO's produced							🟡➡
Ponds Project <i>Necessary works at Highgate and Hampstead to ensure safety and prevent flooding as a result of extreme storm events. Legal duty.</i>		Philip Everett	Tom Creed (DBE) Bob Warnock (OS)	• S106 signed	• Site Clearance	• Mobilise	• Construction (18 month programme)								🟢➡
Various Powers Bill <i>Seeking changes to legislation governing Open Spaces to give clarity and flexibility to management of open spaces enabling opportunities to deliver more efficient and effective services.</i>		Paul Thomson	Jo Hurst	• Informal Consultation			• Committee scrutiny and Court of Common Council					• Bill deposition with Parliament			🟢➡
Promoting our services <i>A range of initiatives across all open spaces to review events and promotions, raising awareness of our services, their costs. Income generation.</i>	SBR	Gary Burks	Esther Sumner			• OO produced	• POS programme set up and short medium and long term opportunities outlined								🟢➡
Energy Efficiency <i>A range of energy saving and environmental projects across open spaces including utility consumption and renewable energy projects.</i>		Andy Barnard	tbc			• OO produced	• Utility consumption improvement plan	• Action plans developed and agreed with City Surveyor				• Project specification			🟢➡
Fleet and equipment review <i>Review of all fleet and equipment used across Open Spaces to maximise effective use of these resources.</i>		Andy Barnard	tbc	• OO produced	• Audit of Fleet and Equipment across Open Spaces	• Review of operational demand					• Short, medium and long term options identified				🟢➡
Wayleaves <i>Review of Wayleave charges and introduce a structured approach to charging across Open Spaces</i>	SBR	Paul Thomson	Sue Rigley	• OO produced	• High end Wayleaves review	• Full business case	• Develop approach and proposals for charging structure	• Committee Approval	• Service agreements - OO produced	• 1st october fee increases					🟢➡
Lodges (& specific properties) review <i>Short and long term rental of lodges and properties in our Open Spaces.</i>		Paul Thomson	Jeremy Dagley			• OO produced									🟡➡

North London Projects											
Promoting our services - NLOS <i>Review of North London Events - Walks, workshops, school sports days, donations, Heath Hub</i>	SBR	Paul Maskell								<ul style="list-style-type: none"> • OO produced • POS programme set up and short medium and long term opportunities outlined • Short term income generation - Weddings 	
Learning Programme - NLOS <i>Zoo, One O'Clock Club, Education restructure, Hampstead Heath Education facility, Children's Farm, Zoo condition survey and Hive</i>	SBR	Grace Rawnsley								<ul style="list-style-type: none"> • Zoo and Farm OO to SMT • One O'Clock club OO to SMT • Design programme • Prepare and submit Bid • Bid considered by CBT committee 	
Customer/Operational Facility Improvements <i>Heath Hub, Stores, Use of vacant space in Lido, Upgrade GHP gates, Asset Management plan</i>										<ul style="list-style-type: none"> • First draft of asset management plan 	
Energy Efficiency - NLOS <i>PV on Lido</i>		Jonathan Meares								<ul style="list-style-type: none"> • Local sustainability improvement plan • Opportunity outlines developed and approved at SMT 	
Sports Programme - NLOS <i>Parliament Hill paddling pool, Lido, online tennis, Queens Park paddling pool</i>	SBR	Declan Gallagher								<ul style="list-style-type: none"> • Sports programme OO 23/2 • Online tennis booking quick win project - OO at SMT 23/2 • Online tennis booking OO to SMT • Paddling Pools OO to SMT 	
Wayleaves - NLOS <i>Review of Wayleave charges and introduce a structured approach to charging across Open Spaces (just handgates and utilities)</i>		Yvette Hughes									
Café Development and Improvement <i>Queens Park, Highgate Wood, Pop up facilities across the Heath and Parliament Hill Lido Café Golders Hill Park</i>	SBR	Yvette Hughes								<ul style="list-style-type: none"> • HW Cafe retendering • Pop up facilities OO • Queens Park Cafe retendering • Golders and Parliament Hill Cafe retendering 	
Roman Kiln Project <i>Lottery funded project</i>										<ul style="list-style-type: none"> • Develop HLF application (to go to G3 April 2016) 	

- ◆ Project Milestone
- ▶ Project is in a critical state
- ▶ Project is slipping,
- ▶ Project is on track
- ▶ Project is in a controlled state
- ▶ Positive direction of travel
- ▶ Negative direction of travel
- ◆ Project Closed

Charitable objectives

Charity	Objective	Charity Number
Ashtead Common	The Ashtead Common charity was established under the Corporation of London (Open Spaces) Act 1878, which states that the purpose of the charity is the preservation of the Common at Ashtead for the recreation and enjoyment of the public.	1051510
Burnham Beeches & Stoke Common	The Burnham Beeches charity was established under the Corporation of London (Open Spaces) Act 1878, which states that the purpose of the charity is the preservation of the open spaces known as Burnham beeches, "The Beeches", for the recreation and enjoyment of the public.	232987
Coulsdon & Other Commons	The objectives of the Charities are the preservation of the open space known collectively as West Wickham Common and Spring Park Wood, and Coulsdon and other Commons for the recreation and enjoyment of the public. The charities have identical objectives and are managed and accounted for as one unit, therefore separate accounts and financial statements are not published for each charity.	232989
Epping Forest	The purpose of the charity is the preservation of Epping Forest in perpetuity by the City of London Corporation as the conservators of Epping Forest, as an open space for the reaction and enjoyment of the public	232990
Hampstead Heath	The objective of the charity is the preservation of Hampstead Heath for the recreation and enjoyment of the public	803392
Highgate Wood & Queen's Park	The purpose of the charity is the preservation in perpetuity by the City of London Corporation of the open spaces known as Highgate Wood, Highgate and Queen's Park, Kilburn for the use by the public for exercise and recreation	232986
West Ham Park	The park is held on trust forever "as an open public grounds and garden for the resort and recreation of adults and playgrounds for children"	206948
West Wickham Common & Spring Park	The objectives of the two Charities are the preservation of the open space known collectively as West Wickham Common and Spring Park Wood, and Coulsdon and other Commons for the recreation and enjoyment of the public	232988

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Projects

In progress

Hampstead Heath Ponds Project – due to complete October 2016

Shoot project – due to complete October 2016

Queen's Park playground modernisation – due to complete early summer 2015

Short term (2016-18)

Kenley Revival project

Queen's Park Café improvements

Parliament Hill Café improvements

Seething Lane Garden (S106)

St Botolph's Bishopsgate (S106)

Medium term (2018-2020)

Parliament Hill paddling pool

Queen's Park paddling pool

Hampstead Heath educational facility change of use

Changing Room renovation at Wanstead Flats

Burnham Beeches Pond embankments

Wanstead Park HLF bid

Senator House Garden (S106)

Long term (beyond 2020)

City Churchyard management arrangements

Restoration of memorials at Bunhill Fields

Hampstead Heath operational buildings

Hampstead Heath lido

Open Space signs

Replacement of the cremators

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Open Spaces Risk Register

Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
CR11	<p>Cause: The earth dams on Hampstead Heath are vulnerable to erosion caused by overtopping</p> <p>Event: Severe rainfall event which causes erosion which results in breach, leading to failure of one or more dams</p> <p>Impact: Loss of life within the downstream community and disruption to property and infrastructure – including Kings Cross station and the Royal Free Hospital. A major emergency response would need to be initiated by Camden Council and the police at a time when they are likely to already be dealing with significant surface water flooding. Damage to downstream buildings and infrastructure would result in significant re-build costs. The City's reputation would be damaged. An inquiry and legal action could be launched against the City.</p> <p>The Ponds Project has been</p>	Sue Ireland			31-Oct-2016

Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
	initiated to mitigate this risk as the current interim mitigations of telemetry, weather monitoring, an on-site emergency action plan do not address the issue of the dam's vulnerability to overtopping				
OSD 001	<p>Causes: Poor understanding or utilisation of health and safety policies, procedures and safe systems of work; inadequate training; failure to implement results of audits; dynamic risk assessments not undertaken</p> <p>Event: Staff or contractors undertake unsafe working practices</p> <p>Impact: Injury or death of a member of staff, contractor or a member of the public.</p>	Sue Ireland			01-Apr-2016
OSD 002	<p>Causes: Severe wind, prolonged heat, heavy snow, heavy rainfall - potential to increase with climate change</p> <p>Event: Severe weather at one or more site</p> <p>Impact: Strong winds cause tree limb drop, prolonged heat results in fires, snow disrupts sites access, rainfall results in flooding and impassable areas, site closures</p>	Sue Ireland			01-Apr-2016

Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
OSD 003	<p>Causes: Lack of appropriate skill sets to deliver projects; cultural resistance; initial scoping of project outcomes and timescales inaccurate</p> <p>Event: Department is unable to deliver its roadmap projects and programmes in agreed timescales or achieve agreed outcomes</p> <p>Impact: Alternative savings undertaken which may not be consistent with achieving cultural change or improving outcomes.</p>	Sue Ireland			01-Apr-2016
OSD 004	<p>Causes: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues</p> <p>Event: Operational or public buildings become unusable</p> <p>Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance</p>	Sue Ireland			01-Apr-2016
OSD 005	<p>Causes: Inadequate biosecurity, buying of infected trees, plants or cattle, spread of windblown Oak Processionary Moth (OPM) from adjacent sites</p> <p>Event: Sites become infected by animal, plant or tree diseases</p> <p>Impact: Public access to sites restricted, animal culls, tree decline, reputational damage, cost</p>	Sue Ireland			01-Apr-2016

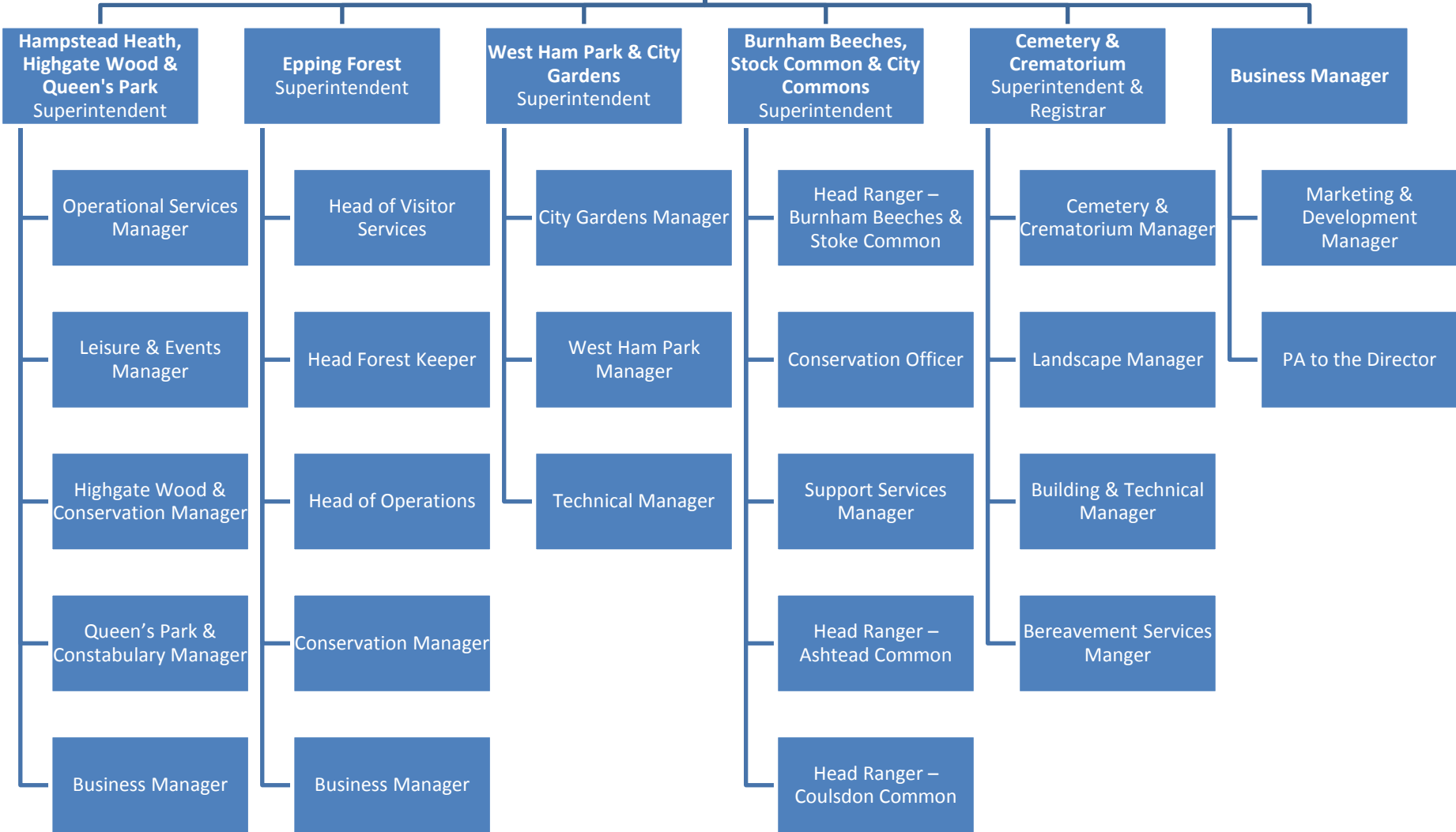
Code	Description (Cause, Event, Impact)	Risk owner	Current Risk Matrix	Target Risk Matrix	Target Date
	of control of invasive species, risk to human health from OPM or other invasives				
OSD 006	<p>Cause: Pressure on housing and infrastructure in London and South East; failure to monitor planning applications and challenge them appropriately; challenge unsuccessful; lack of resources to employ specialist support</p> <p>Event: Major development near an open space</p> <p>Impact: Permanent environmental damage to plants, landscape and wildlife, access issues, potential for encroachment</p>	Sue Ireland			01-Apr-2016
D 007	<p>Cause: Failure to provide attractive employment prospects for skilled staff.</p> <p>Event: Staff capacity greatly reduced as skilled workers move to other fields.</p> <p>Impact: Reduced capacity, decline in quality of work, reduced ability to deliver core responsibilities, staff motivation declines.</p>	Sue Ireland			01-Apr-2016

Health & Safety Indicators

1. **Organisation, Implementation and Communication.** Each Division must have a local Health & Safety Plan and statement, and ensure that is regularly updated, clearly communicated and understood by all staff.
2. **Risk Management.** Each Division should have Risk Assessments and Safe Systems of Work in place that cover all activities, operations and premises and adhere to current legislation and City Codes of Practice.
3. **Training.** All staff shall receive a thorough health & safety induction followed by regular recorded and evaluated training determined by legislation, risk assessments and duties.
4. **Volunteers, Contractors and Suppliers.** Each Division should have local arrangements to ensure that all third parties are working in accordance with health & safety legislation.
5. **Accident and Near Miss Reporting.** Each Division must have procedures to ensure the reporting, investigation and analysis of accidents, incidents and near misses in accordance with City and Departmental Codes of Practice.
6. **Central Support.** Each Division should have arrangements in place with the City Surveyors Department, the Occupational Health Section and the central Health and Safety Section to ensure central support according to the schedules defined in the Open Spaces Health & Safety Policy.
7. **Checklists, Inspections and Maintenance Records.** Each Division should ensure that all statutory tests and inspections are undertaken in accordance with current legislation and that infrastructure is regularly inspected according to an accurate asset inventory.
8. **Policies.** Based on Departmental guidance, each Division should define site specific policies (as applicable) on Water Safety, Tree Safety, Play Equipment, Vehicle Safety, Events and Lone Working.
9. **First Aid.** Each Division should have appropriate first aid arrangements relating to training and provision according to current legislation and local risk assessments.
10. **Emergency Action Plans.** Each Division should have plans and procedures to deal with emergencies and disasters.
11. **Fire Safety.** Each Division should have appropriate fire safety equipment, training and procedures based on local fire risk assessments.
12. **Monitoring and Review.** Each Division should review their local Health & Safety Plan on an annual basis, advising the Open Spaces Health & Safety Committee of any key issues arising from this process.

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Director of Open Spaces



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Committee(s)	Dated:
Epping Forest and Commons Hampstead Heath, Highgate Wood and Queen's Park Open Spaces and City Gardens	11 May 2015 18 May 2015 10 June 2015
Subject: Wayleaves Review SEF 26/15	Public
Report of: Superintendent of Epping Forest Superintendent of Burnham Beeches, Stoke and City Commons Superintendent of Hampstead Heath	For Decision

Summary

A wide range of residential properties, farms, community facilities and businesses rely on access across City of London land, either from the public highway or City land itself, to land in their ownership or occupation. This access may be for pedestrian or vehicular purposes and / or for the passage of utility services. Access requirements for new or existing 'enclosures' created by the City of London's acquisition of land are largely managed by Wayleave agreements.

The current expected annual income from Open Spaces Motorgate and Handgate Wayleaves is approximately £18,000 per annum which is credited to the local risk budgets of the respective Superintendents.

The arrangements for issuing Wayleaves across the Open Spaces, including the fees, have not been reviewed since 2005. Wayleave charges are standardised across the Open Spaces Department and since 2005 have stood at; Motorgate £50 per annum, Handgate £5 per annum, Services £10 per annum, with an administration fee of £50 and £25 respectively being charged to establish each new Wayleave.

This report seeks approval to put in place a more structured and uniform approach to charges and to the management of our Wayleave agreements.

Recommendation(s)

Members are asked to:

- Approve Option 2 of this report which links the charging of Motorgates to existing Council Tax bandings, and increases Handgates from £5 per annum to £10 per annum.
- Delegate authority to the Superintendent of Epping Forest in conjunction with the City Surveyor to obtain professional valuation advice on a number of commercial access Wayleave agreements for further determination by your Committee.

Main Report

Background

1. A wide range of residential properties, farms, community facilities and businesses rely on access across City of London land, either from the public highway or City land itself, to land in their ownership or occupation. This access may be for pedestrian or vehicular purposes and / or for the passage of utility services. Access requirements for new or existing 'enclosures' created by the City of London's acquisition of land are largely managed by Wayleave agreements.
2. Wayleave agreements have been favoured by the City to ensure that those parties seeking access do not acquire prescriptive rights which would be contrary to the legislation applying to each of the Open Spaces which generally provides that the City shall not sell, demise or otherwise alienate any part of the lands in question, except as provided for.
3. The arrangements for issuing Wayleaves across the Open Spaces, including the fees, have not been reviewed since 2005. Wayleave charges are standardised across the Open Spaces Department and since 2005 have stood at; Motorgate £50 per annum, Handgate £5 per annum, Services £10 per annum, with an administration fee of £50 being charged to establish each new Motorgate Wayleave and £25 for each Handgate or Service Wayleave.
4. The majority of Handgates at Epping Forest are 4-yearly agreements; any increase in Handgate fees will therefore take 3 years from the next renewal date of 1st October 2015 for the full increase in income to be realised.
5. At Burnham Beeches the Handgates continue until the ownership of the property changes.

Current Position

6. The expected annual income from Open Spaces Motorgate and Handgate Wayleaves is approximately £18,000 per annum:

	Motorgates	Handgates	Total income
Epping Forest	£11,760	£2,765	£14,525
City Commons	£850	£2,095	£2,945
Hampstead Heath	N/A	£330	£330
			£17,800

7. In addition to the above, there are various Wayleaves granted for 'non-standard' access, for example serving multiple properties or business activity. These may require individual valuation for which the Superintendent may need assistance from external consultants to help assess the most appropriate tariff.
8. There are also approximately 1,500 Service Wayleaves with an estimated annual income of £12,500. The annual fees for these agreements vary enormously, particularly those granted for utilities where many can be as little as £0.05p. A

separate review of these agreements at a later date will be required, ahead of implementing any changes to the fees.

9. Current charges, although standardised across our Open Spaces do not raise funds that are commensurate with the cost of managing and administration of the land and the services provided. This report proposes adoption of a fairer and more structured approach to charges.

Options - Charging Model Proposals

10. The open spaces Senior Management Team was asked to consider two charging models:

Option 1 (Not Recommended).

- A universal 100 percent increase across the Open Spaces Motorgates and Handgates Wayleaves. This would result in a projected increased in the annual income from £17,800 to £35,600.

	Motorgates	Handgates	Total income
Epping Forest	£23,520	£5,530	£29,050
City Commons	£1,700	£4,190	£5,890
Hampstead Heath	N/A	£660	£660
			£35,600

- This charging model was used in 2005 when the Wayleaves were previously reviewed and is therefore a tried and tested approach. The process is simple, quick and achievable within the given timescale to meet the next annual renewal date of 1 October 2015.
- However, the charging model is controversial and may be considered inequable by some as all properties of different size and value will pay the same charge.
- The increased projected income of £17,800 is not considered to be sufficient to meet the increased income from Wayleaves being proposed in the Service Based Review, with £25,000 additional income being included for 2015 / 2016.

Option 2 (Recommended)

- This model links the charging of Motorgates to the existing council tax bandings, A-H.
- Officer research has found that there is a standard percentage escalation between council tax bands nationally.
- The table below identifies the number of Motorgates within each banding; the difference between the Motorgate bandings reflecting the percentage increase between local authority council tax bandings.
- The Motorgate fee charged for properties in council tax banding 'A' setting the benchmark of fees from £70 per annum, which represents the current value of £50 when linked to the retail price index over the last 10 years.

Council Tax Banding	Quantity of Motorgates	Revised Fee	Increase between bandings	Projected Total Income
A	7	£70.00		£490.00
B	0	£81.00	16.67%	£0.00
C	9	£93.00	14.29%	£837.00
D	22	£105.00	12.50%	£2,310.00
E	82	£128.00	22.22%	£10,496.00
F	53	£151.00	18.18%	£8,003.00
G	51	£175.00	15.38%	£8,925.00
H	29	£210.00	20.00%	£6,090.00
				£37,151.00

- The Handgate Wayleaves to increase from £5 per annum to £10 per annum resulting in an increased income for Handgates from £5,190 pa to £10,380 pa
- The total increase in income for Motorgates and Handgates will be approximately £30,000 pa.
- This proposal represents a progressive approach on a well-established and well-accepted model for property sizes, which may again be seen as inequable by some.
- However, the higher valued properties in council tax bands E – H will see their Motorgate Wayleave charge being increased from the current fee of £50 to between 157% and 320% more.

Issues

11. The charging model proposals do not come without risk:

- The principle of moving from a uniform to a progressive charge based on property value will involve a debate on the relative fairness of such a charge.
- The proposed increases could be damaging to service continuity, public goodwill and could impact on the City's income and reputation.
- Increased pressure on administration resources to deal with enquiries and complaints.
- There would be greater potential (and inherent costs) for enforcement action being required in respect of persistent non-payers (See Wayleave Enforcement Policy).

Wayleave Enforcement Policy

12. To address the persistent non-payment of Wayleave fees by some property owners, your Committee approved at your meeting of 8 July 2013, a trial Wayleave Motorgate enforcement policy at Epping Forest.

13. Enforcement would be undertaken by warning letters, potentially followed by, as a last resort, the withdrawal of Wayleave agreements and the obstruction of wayleaves with concrete barriers until both outstanding debts and the cost of enforcement are fully settled. A charge of £350 would be made to cover enforcement obstruction costs.

14. The revised percentage increases proposed above, in particular in the higher valued properties in Charging Model 2 in council tax bands E – H, have the potential to generate a greater number of non-payers of Wayleave fees, resulting in exposing to staff to potential risks of abuse and violence which would be fully Risk Assessed and managed through a Safe System of Work (SSoW). Professional bailiffs may be employed to support staff in the management of enforcement action; the costs of which should be recoverable through the enforcement process.

Implications

15. **Corporate & Strategic Implications:** The proposed action in Option 2 supports the Open Spaces Department Business Plan by protecting Open Spaces for the enjoyment of future generations, improves our use of resources through increased income generation and further meets the City Together vision of a World Class City by protecting, promoting and enhancing our environment.
16. **Financial:** £25,000 pa additional income from Wayleaves for 2015 / 2016 was proposed in the City's Service Based Review.
17. **Legal:** The City's wayleaves are by their nature, licences. They are granted on the express basis that the permission is personal to the licensee and that such permission continues during the pleasure of the City until determined by the City at any time by notice in writing. Licensees are asked to pay an annual licence fee.
18. The general position is that open space is inalienable and cannot be disposed of (s.8 of the Corporation of London (Open Spaces) Act 1878, section 7(2) of the Epping Forest Act 1878, section 13 of the Hampstead Heath Act 1871 and article 5 (2) of the London Government Reorganisation (Hampstead Heath) Order 1989). The granting of a licence does not bind the open space. Wayleaves granting permissions for access across the open space should continue to be nothing more than licences and should not grant more permanent rights that would bind the open space.
19. **Property:** Although there may well be an argument that the value of cross-overs should be the same no matter where they are situated, established valuation principles recognise that the value of land used to provide access to third party property is related to the value of the property that the access serves.
20. Therefore it does not seem unfair or unreasonable to make use of the Council Tax Banding system as the basis to calculate various access cross-over tariffs for the least to the most expensive dwellings, bearing in mind that the charges should remain affordable at the lower end of the tariff and any increase such that it does not meet wholesale opposition.
21. **Public Relations:** the planned increase in Wayleave fees will not be well received by the Motorgate Wayleave holders and any enforcement action taken could result in negative publicity for the City of London. Answers to an anticipated list of Frequently Asked Questions will be posted on the City's website.

Conclusion

22. Wayleave fees have not been reviewed for 10 years. There is a need to strike a balance between maintaining rights to the land and achieving an income that is commensurate with the cost of managing and administration of the land and the services provided. The recommended Charging Model proposes adoption of a more structured and fair approach to charges, whilst significantly raising the annual income for the Open Spaces department.

Appendices

- None

Background Papers

OS/02/05/OS – Wayleaves for Handgates and Motorgates – review of current arrangements

SEF 28/13 - Epping Forest Pilot Wayleave Enforcement Policy

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Committee(s)	Dated:
Hampstead Heath, Highgate Wood and Queen's Park Committee	18 May 2015
Subject: Superintendents update for May 2015	Public
Report of: Superintendent of Hampstead Heath	For Information

Summary

This report provides an update to Members of the Hampstead Heath, Highgate Wood and Queen's Park Committee on management and operational activities across Hampstead Heath, Highgate Wood and Queen's Park since March 2015.

Recommendation

Members are asked to:

- Note the contents of this report.

Main Report

Property

1. Contractors working for the City Surveyor are expecting to complete the works to repair the Lido café roof on 8 May 2015. An architect has been appointed to design the replacement railing for the Lido's east and west boundary walls.
2. A team of divers completed a full underwater survey of the Lido on 27 April 2015. Possible leaks were detected from the four deep-end outlet pipes, with a significant draw being reported by the inspection diver. The blanking plate in the centre of the pool, which had been suspected as the potential source of the leak, was thoroughly tested and no leaks were reported. Therefore, the recommendation is that the outlet pipe work is pressure tested to confirm that this is the point of water loss from the pool tank. Gas detection could also be used to pin point the leak to a specific location for future repairs to the pipe work.
3. The Lido paddling pool is currently out of action pending the appointment of a specialist contractor to make good the non-slip safety surface.
4. Major works to the tanking around the Hill Garden Shelter are scheduled to start on 21 September 2015, for a period of 10 weeks.

Fleet

5. The new 'identify' has started to be applied to the Hampstead Heath vehicle fleet (see figure 1). Further roll out to cover all outstanding vehicles will commence in the next month.



Figure 1: New vehicle livery

Planning

6. **The Water House (2011/4390/P and 2011/4392/C).** Camden Council has re-consulted on an updated version of the Basement Impact Assessment, Construction Management Plan and the Ecological Assessment for the Water House development. The Superintendent commissioned consultants to review the documents and a representation was submitted to the Planning Authority on 30 April 2015. The Conservation Manager and Senior Ecologist reviewed the Ecological Impact Assessment.
7. **Athlone House (2013/7242/P) Appeal.** We are awaiting the Planning Inspector's decision which is expected by 12 June 2015.
8. **Parliament Hill School, William Ellis School and La Swap Sixth Form (ref. 2014/7683/P).** This planning application was recommended for approval on 12 March 2015, subject to the agreement of a section 106 agreement. Work is scheduled to commence in the autumn and the schools have been required to establish a Community Working Group. The Operational Services Manager and Ponds Project Liaison Officer recently met with the Camden Planning Officer to discuss the issues relating to the impact of vehicle movements along the Highgate Road, in relation to crossover with the Hampstead Heath Ponds Project.
9. **53 Fitzroy Park (ref: 2015/0441/P).** This application refers to the erection of a three-storey single family dwelling including basement level, green roofs at first floor and roof level, solar panels at roof level and associated landscaping following the demolition of the existing part two, part three-storey dwelling. The Superintendent registered a representation with the Camden Planning Authority on 17 April 2015 in relation to this planning application.

Events

10. The Heath once again hosted the Camden Schools Cross Country Championships on 29 April 2015. 1,500 runners from 30 schools took part, an increase in participation from last year.
11. The second Highgate Harriers 'Night of the 10,000 metre Personal Bests' is scheduled for the 16 May 2015. This year's races will include elite British Champions and the GB trials for the European Cup and provides a free opportunity for Heath visitors to watch top class athletics.
12. The Affordable Art Fair will return to the Heath for a fourth year from 11 – 14 June 2015, with GROW London returning shortly after for a much anticipated second year between 19 – 21 June 2015.
13. The City of London Festival Hampstead Heath Family Day returns to Parliament Hill for a seventh year on 28 June 2015, 11am - 6pm.
14. The Give it a Go! Festival is now in its fourth year. This year's event, held in partnership with the London Borough Camden, will take place on 12 July 2015, 1pm - 5.30pm.
15. 17 weddings are currently booked for 2015. The first ceremony of 2015 took place on Saturday 28 March 2015.

Personnel Issues

16. The year-end Performance Development Reviews have been completed and objectives are being set for 2015/16.
17. The Division is currently holding the following vacancies: 2 Constabulary Constables, 1 Arborist and a Projects Support Officer.
18. As part of the Ponds Project Planning Conditions and the Section 106 agreement, the City agreed to employ three apprentices. Camden Council has supported the recruitment process and apprentices will be recruited to join the Heath's Conservation, Arboriculture and Communications Teams.

Heath Hands

19. A new Volunteer Development Manager has been appointed by the Trustees and will be responsible for developing and implementing the volunteering strategy for the Heath.
20. The volunteers hours for 2013/14 were 6,562, this comprised of 318 sessions and Heath Hands have 231 active volunteers. The Superintendent will provide 2014/15 data at the meeting.

Constabulary update

21. A total of 705 incidents were dealt with by the Constabulary from 1 January 2015 to 1 May 2015. Of these, 106 related to cycling enforcement actions and 26 to dog control enforcements.

22. A total of six prosecutions have been brought to Court so far in 2015; two relate to cycling, three to dog control and one to obstructing staff in Highgate Wood.
23. Tragically, there have been two suicides on the Heath so far this year.

Men's Pond Fatality

24. On Wednesday 15 April 2015 a group of young men entered the Men's Pond from its northern bank, outside the designated swimming area. One young man got in to difficulties and sadly failed to surface. His body was recovered after 11pm the same night by divers from the Metropolitan Police, Marine Policing Unit.
25. The young men had entered the pond after closing time and from a fenced-off area that is not designated for swimming. Warning signs clearly stating that swimming is not permitted were in place at this location.
26. A combination of Lifeguards, Constabulary, Rangers, Keepers, Technical Staff and Officers worked with the Emergency Services during the rescue and recovery phases of the incident. Many members of staff returned to work after their normal hours to assist. This gave continuity to the management of the incident and vital support to the Emergency Services and to the family of the deceased.
27. The tragedy resulted in a great deal of interest from the media and we took the opportunity to emphasise that the public must only swim in the designated lifeguarded areas, during the advertised swimming hours. The Heath bathing ponds offer an opportunity to swim close to nature, but the waters are deep, cold and opaque. This is an important message for us to continue promoting amongst Heath visitors, especially as we are entering the summer season.

Conservation and Ecology update

28. The Conservation Team have re-built the Heath Extension bridge at Lamp Path (see figure 2). The wildflower meadows on Dukes Field, the Heath Extension and the Old Hockey Pitch have been cultivated and sown.
29. The Ecology Team have completed the Heath's annual amphibian survey and produced the schedule for bramble cutting across the Heath this season.

Golders Hill Park update

30. The Operational Services Manager is preparing a planning application to seek permanent planning permission from Barnet Council to retain the art installation 'The Good, The Bad and The Ugly' in Golders Hill Park.



Figure 2: Re-built Hampstead Heath Extension Bridge.

31. The eagle owl and pheasant Zoo enclosures have been re-designed with replanting throughout. The Zoo toilets were out of action between 6 – 9 April 2015 due to items being flushed down the toilet blocking the macerators. Staff acted quickly to arrange contractors to attend at short notice and the toilets were reopened on the 10 April 2015.
32. The Butterfly House has been open to the public since the beginning of April and donations have already exceeded £400.

Parliament Hill update

33. The renovations around the tennis courts continue, with new turfing replacing a section of hedging. The new Café planters have been restocked and have made a big difference to the outward appearance of the Café. The Athletics Track flowerbeds have also been replanted with perennial native species.
34. The Bull Path has been resurfaced with a tar and chip top coat to complete the programme of works to give this entrance to the Heath a more rural feel.
35. The mini roundabout at the Traditional Playground is currently out of action; replacement parts have been ordered from Finland and should be installed before the summer holidays. In addition, repairs to the sand pit at the One O'clock Club have been completed and staff continue to discourage foxes from using the area and causing further damage to the play surface.
36. The Parliament Hill Water fountain has been redesigned and relocated back from the main pedestrian path and is now operational.
37. Parliament Hill Tennis courts 5 -10 were resurfaced during the winter and now the temperature is peaking above 15 °C they will have a top-coat applied to complete the refurbishment. The courts will be out of action to be public from 11 - 20 May 2015.
38. The Parliament Hill vehicle barrier will be replaced in the week commencing 18 May 2015.

Ranger Team update

39. The works to update and reconfigure the East Heath staff bothy have been completed. The Ranger Team has carried out maintenance in preparation for the summer season including bench maintenance, bin repairs and replacement, gate repairs and maintenance, re-painting the 'no cycling' path signage and preparing the Mixed Pond enclosure for the summer opening on 2 May 2015.
40. A sink hole (see figure 3) appeared on the Heath near the Vale of Health on Friday 24 April. The area has been cordoned off while investigations are being completed.



Figure 3: Sink hole at the Vale of Health.

Tree Team update

41. The Tree Team have carried out Tree Risk Sequence Inspections at South End Green, West Heath Road and Highgate Road and have removed *Massaria* branches from plane trees located within Queen's Park and along West Heath Road and Highgate Road. Surveying for the caterpillar stage of Oak Processionary Moth has begun, with an emphasis around the Queen's Park, Golders Hill Park, West Heath and Spaniards Road areas.

Swimming update

42. The swimming ponds opening and closing times have been reviewed and new arrangement put in place for the 2015 season. The updated and rationalised timetable will make it easier for both staff and members of the public to know when the swimming ponds are open.
43. The swimming summer season started on the 2 May 2015, coinciding with the opening of the Mixed Pond. The Lido is now operating its full opening schedule.

44. The diving board at the Men's Pond is currently out of action. An underwater survey has been completed and the Superintendent is working with the City Surveyors Department to co-ordinate repairs to the jetty-top structure and the diving board fixing. The survey has identified further works to the jetties at the Mixed Pond and Men's Pond but these will be scheduled for the autumn.

Highgate Wood update

45. The Onslow entrance gate off Muswell Hill Road has been reconfigured to improve access to and from the Wood.
46. The Highgate Wood Joint Consultative Committee visited the Wood on 22 April 2015 for a walk followed by a meeting.
47. Soft market testing has been launched to establish the interest levels from potential businesses in operating the Highgate Wood café.
48. A near miss incident of an oak tree failing adjacent to the sports field has been investigated.
49. Highgate Wood was closed on the 5 and 6 May 2015 owing to wind speeds exceeding 40mph.

Queen's Park update

50. The Park hosted the Highgate Wood Joint Consultative Committee for a visit on the afternoon of 22 April 2015.
51. The Children's Farm goat enclosure has been re-turfed and a new planting scheme installed around the pond. The newly installed donations box in the Children's Farm has so far collected £494.15. Over the 52 days it has been in situ, that works out at an average of £9.50 per day, which will go towards supporting the upkeep of the farm.
52. Planters have been installed outside the café and the Harvist Road entrance has been replanted.
53. New playground equipment has been ordered, with installation expected prior to the school summer holidays.

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Committee(s)	Dated:
Hampstead Heath, Highgate Wood and Queen's Park Committee	18 May 2015
Projects Sub Committee	16 June 2015
Subject: Hampstead Heath Ponds Project – Update Report	Public (with non-public appendices)
Report of: Superintendent of Hampstead Heath	For Decision

Summary

The Ponds Project has continued to progress since the last update report was heard by the Hampstead Heath, Highgate Wood and Queen's Park Committee in March 2015.

Construction work started on programme on Monday, 13 April 2015. In the weeks preceding this date the Construction Contractor (BAM Nuttall), the Designer (Atkins), Cost Consultant (Capita) and the City of London have worked together to ensure smooth implementation of the Project.

The 18 month construction programme is scheduled to be completed in October 2016.

Recommendations:

It is recommended that the following delegations previously granted to the Director of the Built Environment are made to alternative Officers in preparation for the new Project Management Structure:

- Authority be delegated to the Director of Open Spaces in consultation with the Chamberlain to agree the release of the remaining specific risk provisions identified within the Risk Register and the provisional sum identified
- Authority be delegated to Director of Open Spaces in consultation with the Chamberlain to authorise the transfer of the budget for some reinstatement activities to Hampstead Heath to enable some of the smaller scale reinstatement works such as planting, to be undertaken in-house if this felt to be appropriate and cost effective as the Project progresses
- These changes in delegation should become effective from 1 August 2015.

Main Report

Background

1. The Ponds Project was initiated following a series of hydrological studies which revealed that in the event of a severe storm, there was a risk that the reservoirs on Hampstead Heath could overtop, potentially leading to erosion and dam failure, putting lives, property and infrastructure at risk.

2. Between 2012 and the summer of 2014, a highly iterative and consultative process was undertaken to consider firstly the design criteria and approach and then a wide range of options. In June 2014, an option for each chain of ponds was selected and approved on the basis that it satisfied the existing requirements of the Reservoirs Act 1975 and the anticipated requirements under the Flood & Water Management Act 2010, whilst preserving the natural aspect and state of the Heath in the most effective manner, in accordance with the City's duties under the Hampstead Heath Act 1871, and in accordance with the agreed design principles.
3. Following Committee approval in June 2014, a planning application was submitted to the London Borough of Camden in July 2014 and planning consent was granted by Camden's Development Control Committee, subject to Conditions and a Section 106 agreement, on 15 January 2015. Preparations works took place in February and March 2015 and, on 13 April work on the Ponds Project began.

Planning Conditions and Section 106

4. As part of the planning application process, planning approval was granted subject to both a Section 106 agreement and various conditions. City Officers are continuing to liaise with colleagues in Atkins and the London Borough of Camden to discharge these conditions.
5. Conditions included the establishment of a Community Working Group to meet monthly and include representation from the local ward Councillors. The London Borough of Camden also asked that three apprentices be employed – interviews for these posts will take place imminently. The Construction Management Plan, or Project Management Plan is currently with London Borough of Camden and has also been discussed by the Community Working Group. Other environmental conditions included dust monitoring and ecological measures, such as a bat mitigation strategy, both of which have been progressed by the City of London in collaboration with the designers and constructors.

Commencement Agreement

6. To coincide with BAM's start on site on 13 April 2015, the Commencement Agreement has been signed by all members of the Partnering Team. The Commencement Agreement represents a key stage in the Project where detailed scope, price, programme and risk elements of the Project are defined and accepted by the Partnering Team. It also represents the end of BAM's pre-construction contribution and the start of the 18 month programme on site.

Project Management Structure

7. Members will be aware that the Director of the Built Environment has retired from this post. He is however remaining with the City to manage the Ponds Project.

He will be reporting directly to the Director of Open Spaces and continue to lead the Project on behalf of the City. As previously, the project will be delivered on behalf of the Open Spaces Department by the engineering section of Department of Built Environment in partnership with the Superintendent of Hampstead Heath. As a number of delegations were made to the Director of the Built Environment as part of the Gateway 5 report, it is now recommended that these be transferred to the Director of Open Spaces. The exception being the submission of planning conditions which is recommended to be granted to the Assistant Director of Engineering who previously exercised this delegation on behalf of the Director of the Built Environment.

Start of work

8. On 13 April 2015, construction work started on the Ponds Project. The first pieces of work included building vehicle passing bays, made of crushed material, on the path which runs from Parliament Hill to the Model Boating Pond, and the creation of a crane platform, also from crushed material, next to Model Boating Pond. The materials for both these tasks had to be delivered to site, however, these deliveries started at a slower rate than was originally predicted because smaller vehicles were requested to reduce impact to the Heath and its users. This slower start enabled the Project Team to closely monitor progress during the first week, which was also a busy week on the Heath due to warm weather and school holidays. In the following weeks, deliveries increased to be more in-line with the deliveries schedule prepared by BAM Nuttall, which can be found at Appendix 1. The period between the start of the Project and the end of May is predicted to be the busiest, with regard to deliveries, as equipment and material are transported to site. After this period, the number of deliveries will drop considerably.
9. On 5 May work is scheduled to start at Viaduct Pond on the Hampstead Chain, with construction vehicles entering from East Heath Road. The work in this location will last approximately 8 weeks.

Community Working Group

10. The Community Working Group (CWG), which has been set up in agreement with London Borough of Camden, has now met three times and will continue to meet monthly for the duration of the Project. This group will monitor aspects of the Project including: the programme, air quality, water quality, vehicle movements, levels of new dam structures, and complaints. A series of site walks including this group and other stakeholders have also been taking place to coincide with work commencing at each pond location.
11. The minutes of this group are available on the City's website.

Communications during construction phase

12. A wide range of communications are being employed to keep Heath users and the wider public informed on the Project. Signs, alerting people to construction

vehicles, have been placed at the main entrances and information boards have been erected at work compounds. The Ponds Project blog (<https://hampsteadheathpondsproject.wordpress.com/>) is regularly updated with news on the Project accompanied with photographs of activity on the Heath. The website (www.cityoflondon.gov.uk/pondsproject) is kept up-to-date and the Heath's social media feeds are being used to send information out. A weekly email update is also being sent to a list of subscribers and leaflets have been produced for staff to hand out to the public when appropriate. Heath staff will be regularly briefed by email and through face-to-face briefings so they are able to answer questions and direct the public to sources of further information.

Ladies' Pond

13. During the detailed design for the Project, the supporting slab of the Kenwood Ladies' Bathing facility was assessed and shown to be in a poor condition. It was agreed that the replacement of this slab would be carried out as part of the Ponds Project. The Partnering Team are working together to develop a plan for minimising the disruption that this additional work will have on the programme. The contractor is investigating the use of innovative construction techniques to speed up the delivery of both the new slab and the new changing facility. These may include some level of prefabrication or the use of alternative construction materials. However, it is expected that the appearance and layout of the proposed facility will be as per the design submitted in the Planning Application.
14. The design of the new deck will meet the requirements of the new building and take on board the recommendations made in the review of lifeguarding and infrastructure arrangements at the swimming ponds following the fatal incident at the Kenwood Ladies' Pond in August 2013.

Separate work related to the ponds

15. There are two overflow pipes which transfer water from the Bird Sanctuary Pond into Model Boating Pond during normal conditions. These pipes were due to be inspected on site during the Ponds Project works and retained. However, earlier this year water was spotted coming through part of the dam close to the outfall to one of these pipes. A temporary fix was installed to avoid any further erosion of the dam but this has temporarily reduced the overflow capacity. A CCTV survey has been carried out which showed that the failure has occurred in only a short section of pipe near the outfall. Works are being planned in co-ordination with the Ponds Project and will be carried out as soon as possible, whilst remaining particularly alert to the potential for nesting birds.

Financial Update

16. The most significant spend in budget since Authority to Start Work, has been to carry out the site clearance phase of the project. This is now complete, and with works having started on site, the project spend will increase significantly as earthworks operations are started. £38,620 of the risk provision has been released and moved to the main works budget to cover the cost of additional dust

monitoring required by the planning authority. Otherwise, the project remains within the approved budget. The Finance Update from April 2015 can be found at Appendix 2.

Appendices

- Appendix 1 - Deliveries schedule
- Appendix 2 - Finance Update: April 2015 (NON-PUBLIC)

Background papers

- CARES Flood Risk Study report
- Haycock Hydrology Improvements Detailed Evaluation Process (HiDEP): Hydrology and Structure Hydraulics and Recommendations Report
- Aecom Peer Review
- Design Review Method Statement
- Design Flood Assessment
- Constrained Options Report
- Shortlist Options Report
- Interim Quantitative Risk Assessment and accompanying Position Paper
- Preferred Options Report
- Strategic Landscape Architect Review
- Ponds Project Public Consultation Report
- Application for planning permission submitted to the London Borough of Camden for engineering works to the Hampstead and Highgate chains of ponds
- Judgment of the Honourable Mrs Justice Lang in R (Heath and Hampstead Society) v Mayor (et al) of the City of London

Background papers are available at www.cityoflondon.gov.uk/pondsproject

Selected previous committee reports

- Bid Report, July 2009
- Evaluation Report, May 2011
- Project update and appointment of the design team, July 2013
- Preferred Options and Non-Statutory Consultation, November 2013
- Contract Tender Report, January 2014
- Public Consultation Results, January 2014
- Option Selection Report (gateway 4c), June 2014
- Pre-Authority to Start Work Issue Report, November 2014
- Gateway 5 – Authority to Start Work Report, January 2015

Previous committee reports are available at: www.cityoflondon.gov.uk/committees

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Committee(s)	Dated:
Highgate Wood Joint Consultative Committee – For Information	22 April 2015
Hampstead Heath, Highgate Wood and Queen’s Park Committee – For Decision	18 May 2015
Subject: Cycling in Highgate Wood	Public
Report of: Superintendent of Hampstead Heath	For Decision

Summary

This report provides information for the Highgate Wood Joint Consultative Committee to make a recommendation to the Hampstead Heath, Highgate Wood and Queen’s Park Committee on whether the cycling ban in Highgate Wood should be upheld. A member of the public, and a cyclist, has requested that the prohibition of cycling in Highgate Wood be lifted based on the safer cycling environment that Highgate Wood offers and the national and local policies on encouraging and supporting cycling and its health benefits. This report will provide evidence for both lifting and upholding the cycling ban in the light of recent information, and the increasing popularity and political support for sustainable transport.

Recommendations

Members are asked to:

- Note the report, and make recommendations to the Hampstead Heath, Highgate Wood and Queen’s Park Committee that the Officers will raise the issue of improving cycling safety and provision along the Muswell Hill Road with the London Borough of Haringey.
- Officers also recommend that Byelaw 10 be maintained and enforced but that children under the age of 12 be allowed to ride a bicycle under close supervision.
- Note the recommendations made by the Highgate Wood Joint Consultative Committee, and decide whether to uphold the current cycling ban within Highgate Wood.

Main Report

The growing popularity and benefits of cycling

1. There has been a massive increase in cycling in London over the last 15 years; a report issued by Transport for London in 2011 reported a 150% rise in cycling in the 10 year period between 2000 and 2010, and there has been a corresponding campaign at both governmental and local authority level to encourage Londoners to get out of their cars and cycle instead. The advantages of cycling are many; personal well-being, economical, zero emissions, and low impact on both the natural environment and the built

infrastructure. The only real disadvantage is that cyclists have to share the road network with cars and commercial traffic and that is inherently dangerous.

2. The road safety issue for cycling has become a major political issue, following a spate of fatalities in 2013 in central London and a call for improved provision for cycling on the road network. There is now a widely publicised campaign and public consultation leading up the proposed Cycle Superhighway Project that will provide a new cycle route through central London connecting east to west; the cyclists answer to the Cross Rail Project. The current Mayor and the Greater London Authority are backing this ambitious Project and launched the 'Vision for Cycling' in March 2013. Various Local Authorities have their own Cycling promotion policies and offer local authority employees' preferential loan schemes to purchase bicycles for travelling to work.

City of London's support of cycling

3. The City is also playing a central part in the Cycle Superhighway Project already mentioned above; with significant sections of the cycle route passing through the City and the additional north south route also transecting the Square Mile. New contra flows cycle lanes are being built in congested areas and the City is working with Transport for London on delivering part of the 'Quiet Ways' Project, another scheme to divert cyclists off busy traffic routes onto safer routes. The City of London also promotes cycling with various schemes including charitable ride events; the Lord Mayor took part in a 100 kilometre charity ride to Oxford in June 2013. The City of London Corporation offers a bicycle loan scheme at very favourable rates to all its employees.
4. At many of the City of London's Open Spaces cycling is actively encouraged including Hampstead Heath and Epping Forest; the Heath has a total of just over four kilometres of designated cycle paths which are shared with pedestrians. Epping Forest offers an extensive network of cycle routes and also a bicycle hire scheme. City of London Open Spaces staff are increasingly using bicycles in the course of their patrolling and Rangering duties, including electric bikes to take some of the pain out of the hilly sections.

The Cycling ban in Highgate Wood.

5. Cycling has been prohibited in Highgate Wood for many years, and the ban is enacted in Bye Law Number 10, which also prohibits motor cycles, tricycles, wheel barrows, and motorised vehicles. The Bye Laws were last revised in 1997.
6. There are a number of reasons for the cycle ban in the Wood. First and foremost it is the informed belief of the staff and management that allowing cyclists into the Wood will compromise the safety of pedestrians and especially young children, and the elderly, both of whom make up a large proportion of the visitor profile for the site. Prior to the installation of the bicycle barriers in 2006/7 there were regular conflict situations between pedestrians and cyclists. The earlier barriers were largely ineffective and many cyclists were able to use the commuter route between Onslow and Gypsy Gates as an alternative to using Muswell Hill Road.

7. Since the installation of the barriers the number of cyclists gaining access has fallen considerably and the commuter route from both Onslow Gate and Cranley Gate to the north down to Gypsy Gate is now much safer for pedestrians especially at busy commuter periods and weekends.
8. Highgate Wood does make a concession for children under the age of 12 to cycle in the Wood, recognising that the vehicle free pathways and the lack of obstructions make for a relatively safe environment to learn how to ride.
9. The additional concern is that with Highgate Wood visitor numbers approaching the 900,000 mark, and increasing annually, introducing cycling is simply going to increase the already significant issue of visitor pressure on the woodland environment. Incrementally the understory and herb layer of the woodland is being eroded and degraded simply by the sheer numbers of visitors and there is a real concern that the site has reached a critical state, where woodland regeneration will become increasingly difficult to achieve.

The case for allowing cycling in Highgate Wood

10. The representation calling for the lifting of the cycling ban in Highgate Wood makes the point that there is open access to cyclists in a number of Open Spaces in the London Borough of Haringey including Finsbury Park, Parkland Walk and also Alexandra Park. It is possible to cycle from Finsbury Park along the Parkland Walk as far as Archway Road, and also from Alexandra Palace Park to Muswell Hill Road. Unfortunately, cyclists are then required to use the road network to the west and also to the south both of which are busy roads.
11. There have been proposals to effectively continue the route west from the northern section of Parkland walk from Muswell Hill Road, following the old Alexandra Palace railway line around the north and western edge of Highgate Wood. This proposal was not viable due to the large footprint of the Tube Network's servicing yard which effectively blocks the route just south of Lanchester Gardens.
12. The case is made that cyclists should be allowed the option of using the pathway in Highgate Wood that runs north/south parallel with Muswell Hill Road. The rough non tarmacked surface will discourage cyclists from travelling at speed and signage can be installed to encourage cyclists to respect pedestrians and to adopt a precautionary attitude especially during busy periods. The assumption is that the majority of commuter cyclists will choose to ride down or up Muswell Hill Road, due to the pathway surface in Highgate Wood and the presence of pedestrians. Those cyclists that choose to cycle through the Wood will be able to enjoy the woodland environment and the less steep inclines, and of course the lack of vehicles.

Other possible solutions worth exploring

13. Muswell Hill Road although a very busy route for vehicle traffic does have the advantage of having a bus lane on the south bound side which does mean that cyclist are separated from vehicles (apart from buses and taxis). There are a number of maps with accident statistics for cyclists that have been made available on the internet, and there are no incidents recorded on Muswell Hill Road, but there have been accidents at the Archway Road intersection.

14. There is also the possibility of creating a purpose built contraflow route for cyclist along Muswell Hill Road. The pavement on the western side of the road that runs along the fence line of Highgate Wood could conceivably be converted into a cycle lane, but clearly this would be an expensive project that Haringey could ill afford in the climate of continuing cuts. However, it should be considered as an alternative, as there are no side roads or vehicle access points.
15. The London Borough of Haringey refers to the promotion of cycling and improvement of cycling provision across the Borough in their Local Plan: Strategic Policies 2013-2026. They refer to the London Cycle Network and give an assurance that cycling will be considered in all highway improvement work. The Highgate Wood Manager will be making contact with the Highways Team at Haringey and will be investigating what plans the Local Authority have for improving cycling provision on Muswell Hill Road.

Corporate & Strategic Implications

16. The proposal contributes to producing a Clean, Pleasant and Attractive City (Objective CPAC4) and to Conserve and Protect Biodiversity (Goal 15) in the Community Strategy. It will help fulfil the Department's Strategic Goals and Objectives 2 (To adopt sustainable and sensitive working practices, promote biodiversity and protect the Open Spaces for the enjoyment of future generations) and 5 (To ensure that the profile of the Open Spaces is further recognised through working in partnership with others to promote our sites and through influencing policies at a local, regional and national level).
17. Allowing cycling in Highgate Wood would also conflict with key objectives in the Highgate Wood Conservation Management Plan. The management of visitor pressure and the vulnerability of the Ancient Woodland habitat are both key issues and are referenced in the policy section of the document (Section D).

Implications

18. Should the decision be taken to lift the ban on cycling in Highgate Wood a number of changes would have to be made to the entrances to allow access for cyclists. The existing entrances with integral barriers would need to be modified, and signage would need to be changed. The other important factor would be the amendment to the existing Bye Laws requiring the approval of the Secretary of State. All the above would have costs implications.

Conclusion

19. Highgate Wood is an Ancient Woodland site, and Ancient Woodland is a vulnerable habitat. Add to that the additional factor of the urban location of the site and the increasing numbers of users visiting the site, are a growing concern. Against these concerns the Highgate Wood Joint Consultative Committee needs to consider the obvious benefits of cycling and the added attraction of being able to cycle in a woodland setting without the danger of road vehicles.

Appendices

- None

Background Papers

- Transport for London. 'Travel in London: Report 4'. Available to view or download from: <http://www.tfl.gov.uk/cdn/static/cms/documents/travel-in-london-report-4.pdf>

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