



Hampstead Heath, Highgate Wood and Queen's Park Committee

Date: MONDAY, 14 MARCH 2016

Time: 1.45 pm

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

Members:

Virginia Rounding (Chairman)	Alderman Ian Luder (Ex-Officio Member)
Jeremy Simons (Deputy Chairman)	Graeme Smith (Ex-Officio Member)
Deputy John Barker	Councillor Melvin Cohen (London Borough of Barnet)
Keith Bottomley	Rachel Evans (RSPB)
Dennis Cotgrove	Councillor Sally Gimson (London Borough of Camden)
Karina Dostalova	John Beyer (Heath & Hampstead Society)
Revd Dr Martin Dudley	Maija Roberts (Ramblers Association/Open Spaces Society)
Clare James	Philip Wright (English Heritage)
Michael Hudson	
Edward Lord	
Professor John Lumley	
Barbara Newman	

Enquiries: David Arnold
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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. **MINUTES**
To agree the public minutes and summary of the meeting held on 25 January 2016.

For Decision
(Pages 1 - 6)
4. **CAFES – LEASE AWARD REPORT**
Report of the Superintendent of Hampstead Heath.

For Decision
(Pages 7 - 16)
5. **OPEN SPACES DEPARTMENT – PROGRESS ON SPORTS PROJECTS AND PROGRAMME BOARD AND PARTNERSHIP AGREEMENT WITH THE LAWN TENNIS ASSOCIATION**
Report of the Superintendent of Hampstead Heath.

For Information
(Pages 17 - 24)

Hampstead Heath

6. **SUPERINTENDENT'S UPDATE**
Report of the Superintendent of Hampstead Heath.

For Information
(Pages 25 - 26)
7. **HAMPSTEAD HEATH PONDS PROJECT PROGRESS REPORT**
Joint report of the Superintendent of Hampstead Heath and the Ponds Project Director.

For Information
(Pages 27 - 30)
8. **HAMPSTEAD HEATH MANAGEMENT PLAN REVIEW**
Superintendent of Hampstead Heath.

For Information
(Pages 31 - 36)

Highgate Wood & Queen's Park

9. **HIGHGATE WOOD JOINT CONSULTATIVE COMMITTEE APPOINTMENT 2015/16**
To appoint a Member of this Committee to the Highgate Wood Joint Consultative Committee for the remainder of 2015/16.

For Decision

10. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

Part 2 - Non-Public Agenda

12. **EXCLUSION OF THE PUBLIC**
MOTION: That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Local Government Act.

For Decision
13. **NON-PUBLIC MINUTES**
To agree the non-public minutes of the meeting held on 25 January 2016.

For Decision
(Pages 37 - 38)
14. **CAFES – LEASE AWARD**
To consider the Non-Public appendices in accordance with Item 4 of the Public Agenda.

For Decision
(Pages 39 - 42)
15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED**

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HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE

Monday, 25 January 2016

Minutes of the meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee held at the Guildhall EC2 at 1.45 pm

Present

Members:

Virginia Rounding (Chairman)	Edward Lord
Jeremy Simons (Deputy Chairman)	Professor John Lumley
Deputy John Barker	Barbara Newman
Keith Bottomley	Alderman Ian Luder (Ex-Officio Member)
Karina Dostalova	John Beyer (Heath & Hampstead Society)
Revd Dr Martin Dudley	Maija Roberts (Open Spaces Society/Ramblers' Association)
Clare James	Philip Wright (English Heritage)
Michael Hudson	

Officers:

David Arnold	- Town Clerk's Department
John Park	- Town Clerk's Department
Edward Wood	- Comptroller & City Solicitor's Department
Mark Jarvis	- Chamberlain's Department
Sue Ireland	- Director of Open Spaces
Bob Warnock	- Superintendent of Hampstead Heath
Declan Gallagher	- Open Spaces Department
Gerry Kiefer	- Open Spaces Department
Philip Everett	- Ponds Project Director

1. APOLOGIES

Apologies for absence were received from Dennis Cotgrove, Graeme Smith, Councillor Melvin Cohen (London Borough of Barnet), and Martyn Foster (RSPB).

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

There were none.

3. HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE MINUTES

RESOLVED – That the public minutes of the meeting held on 23 November 2015 be approved, subject to the following amendment:-

Golders Hill Park

The size of the Zoo and Butterfly House would be reduced to incorporate a smaller number of species relevant to the wildlife of the Heath.

Matters Arising

City of London Corporation (Open Spaces) Bill

The Bill had had its formal first reading in the House of Commons on 22 January 2016 and was due for a second reading on 1 February 2016. Petitions for or against the Bill would no longer be permitted after 15 February 2016.

Location of Committee Meetings

The dates for meetings to be held in the evening at the Heath and Guildhall were still being considered. Members were encouraged to attend a Hampstead Heath Consultative Committee. The Town Clerk would circulate the details of the next Consultative Committee in advance of the meeting on 7 March 2016.

Proposal to Introduce Zippos Circus to Queen's Park

The Queen's Park Manager had begun consultations with local residents and user groups regarding the provision of other income-generating events at the Park.

4. TERMS OF REFERENCE REVIEW

The Committee considered a report of the Town Clerk that sought approval to the proposed Committee Terms of Reference for subsequent submission to the Court of Common Council in April 2016.

Members agreed to remove reference to the annual funding and priorities agreed by the Resource Allocation Sub (Policy and Resources) Committee in the additional responsibility relating to allocation of grants, in line with the same decision taken by other Committees. One Member (Edward Lord) abstained from voting for this amendment.

RESOLVED – That:-

- a) the terms of reference of the Committee be approved for submission to the Court of Common Council in April 2016; and
- b) any further changes in the lead up to the Court's appointment of Committees be delegated to the Town Clerk in consultation with the Chairman and Deputy Chairman.

5. OPEN SPACES DEPARTMENT 2015/16 BUSINESS PLAN QUARTERLY PERFORMANCE UPDATE - QUARTER 3

The Committee received a report of the Director of Open Spaces that summarised the Departmental performance against the 2015-18 Business Plan as at the end of the third quarter of 2015/16.

The Open Spaces Departmental Business Manager advised that the Green Flag Awards achieved by Hampstead Heath, Highgate Wood and Queen's Park would be added to Appendix 1 of the report.

RESOLVED – That the report be noted.

6. SUPERINTENDENT'S UPDATE

The Committee considered a report of the Superintendent of Hampstead Heath that provided an update on management and operational activities across the Heath, Highgate Wood and Queen's Park since November 2015 and sought approval to an additional charge to hire the Hampstead Heath Rugby Pitch at 2:00pm kick-off times.

Members noted and considered the following matters:-

Property

Mixed Pond

Two temporary outside showers had been installed at the Mixed Pond. The start date for the Mixed Pond's operation as a Ladies' Pond until May 2016 was not yet confirmed.

Lido

The boundary walls at the Lido had recently been rebuilt. Planning and Listed Building consent had been granted for a new guard on top of the wall which would provide better security and aesthetics.

Planning

Athlone House

The sale of property had recently completed and the new owners had submitted a planning application to the London Borough of Camden (LBC) for refurbishment and an extension.

Heath House

The LBC were expecting to receive a planning application to convert the House into six separate apartments shortly.

Water House

The planning application was expected to be considered by the LBC's Development and Control Committee on 25 February 2016. The Superintendent would provide comments and representations to the LBC regarding the application by 4 February 2016.

Fees and Charges

In response to a Member's question, the Superintendent advised that the Hampstead Rugby Club had not been in contact regarding the 2016/17 fees and charges approved at the last Committee meeting but added that they may provide comments at the next meeting of the Sports Forum in February 2016. The Sports Forum and Consultative Committee, which both included representatives of the Hampstead Rugby Club, had been consulted during the process of developing the proposed fees and charges for 2016/17.

The Superintendent added that a report regarding the wider Open Spaces charging policy, which would include concessionary rates, would be submitted for consideration at a future Committee meeting.

Events

Members were invited to attend the Southern Counties Cross Country Championships being held at Parliament Hill from 11:00am on Saturday 30 January 2016.

Constabulary

A successful prosecution relating to cycling was taken to court in December 2015, where the offender was fined £133 and ordered to pay £350 in costs. The Superintendent also advised that an estimated 7,000 members of the public congregated on Parliament Hill to celebrate New Year's Eve. The Constabulary were on duty until 2:00am, and no major incidents were recorded. The Constabulary were now contributing to the wider London review of the impact of charging for viewing the New Year's Eve official firework display.

RESOLVED – That:-

- a) the Superintendent's update be noted; and
- b) the proposed additional charge of £32.00 to hire the Hampstead Heath Rugby Pitch for 2:00pm kick-offs be approved.

7. HAMPSTEAD HEATH PONDS PROJECT UPDATE

The Committee received a joint report of the Hampstead Heath Ponds Project Director and the Superintendent of Hampstead Heath that provided an update regarding the Hampstead Heath Ponds Project. Members received a presentation from the Ponds Project Director regarding the work carried out and planned at the Model Boating Pond, Ladies' Bathing Pond, Stock Pond, Mixed Pond, and Hampstead Nos. 1 and 2 Ponds.

Members were advised that the £30,000 saving through value engineering for the new changing and lifeguard facility at the Ladies' Pond was likely to be offset by the provision of shutters omitted from the original design, which would be essential for security. The Project Director added that a visit to the Ladies' Pond site would be arranged during the next Committee walk on 4 March 2016.

The Committee thanked the Project Director and the Superintendent for the success of the project so far and for keeping it on schedule to be completed in October 2016.

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

8.

8.1 Highgate Wood Joint Consultative Committee Minutes

RESOLVED – That the public minutes of the Highgate Wood Joint Consultative Committee meeting held on 18 November 2015 be noted.

8.2 Queen's Park Joint Consultative Group Minutes

RESOLVED – That the public minutes of the Queen's Park Joint Consultative Group meeting held on 18 November 2015 be noted.

9. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were none.

10. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT

There was none.

11. EXCLUSION OF THE PUBLIC

RESOLVED – That under Section 100A(4) of the Local Government Act 1972, the public be excluded from the meeting for the following items on the grounds that they involve the likely disclosure of exempt information as defined in Part 1 of Schedule 12A of the Local Government Act.

12. SUPERINTENDENT'S UPDATE

The Committee received a verbal update from the Superintendent of Hampstead Heath regarding the proposed Lawn Tennis Association Partnership, implementation of the Open Spaces Department Learning Programme, and Café retendering at the Heath, Highgate Wood and Queen's Park.

13. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE

There were none.

14. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT AND WHICH THE COMMITTEE AGREE SHOULD BE CONSIDERED WHILST THE PUBLIC ARE EXCLUDED

There was none.

The meeting closed at 2.50 pm

Chairman

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Committees:	Dates:
Hampstead Heath, Highgate Wood and Queen's Park Committee	14 March 2016
Subject: Hampstead Heath, Highgate Wood and Queen's Park Cafés – Lease Award Report	Public (with Non-Public Appendices)
Report of: Superintendent of Hampstead Heath	For Decision

Summary

The City of London Corporation has tendered the Hampstead Heath (including Golders Hill Park), Highgate Wood and Queen's Park Cafés as five separate leases. Companies could bid for multiple leases, though a separate response was required for each café being tendered.

In all, 28 tenders were received by the extended submission deadline from 15 catering companies, some of which bid for multiple leases. One of the bids received was non-compliant.

The aim of the tendering exercise was to make sure that the bids were of a high quality, that innovation was encouraged, that the bidders had understood the likely customer base and the location of each café, and that given these criteria, the City obtained the best price so that any additional income could be invested into the sites. For these reasons the bids were evaluated against set criteria for both quality and price (55% quality and 45% price). The evaluation was undertaken by the Constabulary and Queen's Park Manager, supported by Boyd-Thorpe Associates catering consultants. The City of London Procurement Team has overseen the procurement process. In relation to price, the evaluation includes both the financial offer to the City and the strength of the company's business plan (Appendix 2 & 5).

Members will see that this report refers to the tenders by reference number only (Company I, Company II and so on). The names of the recommended bidders are detailed in Appendix 6. The results have been presented in this way so that all parties can have access to the results without disclosure of the identity of the tenderers.

Recommendations

Members are asked to approve the award of 3-year leases for Catering Services commencing 9 May 2016, to the following Companies (Appendix 6). This is the result of a tender process that took account of criteria reflecting the qualitative and sustainable aspects of each submission, as well as its price structure:

- Parliament Hill Café to **Company I**

- Golders Hill Café to **Company I**
- Queen's Park Café to **Company II**
- Highgate Wood Café to **Company I**
- Parliament Hill Lido Café to **Company III**

Main Report

Background

1. As an opportunity to market-test catering suppliers, develop food sales, and improve services and the offer available to our visitors, the Open Spaces Department Senior Leadership Team agreed to a tender process for the cafés at Hampstead Heath including; Golders Hill Park, Highgate Wood and Queen's Park. The objective of the tender process was to seek service improvement and best value from these catering outlets. The current operators are:

- Parliament Hill Fields Café and Lido – D'Auria Brothers.
- Golders Hill Park – Ginkgo Catering Services.
- Highgate Wood and Queen's Park – Brown and Saunders.

Meetings took place with all of the incumbents at least 12 months in advance of the tender process commencing via meetings with the Superintendent of Hampstead Heath. All were invited to tender for one or more of the cafés.

2. This report summarises the outcome of the tender evaluation and seeks approval to award each lease to the Most Economically Advantageous Tender. The price includes the financial offer to the City of London Corporation and strength of the company's business plan. Boyd-Thorpe Associates (the City of London's appointed catering consultants for this tender process) conducted detailed comparative analysis of the bids received for each lease, with each café being treated in isolation as a separate business venture (Appendix 2 & 5).
3. It was intended that this report be presented to the Committee in January 2016, to allow commencement of the leases on 1 March 2016. However, due to the volume of bids received and the submission deadline being extended, the lease commencement dates have been moved to 9 May 2016. Once the Hampstead Heath, Highgate Wood and Queen's Park Committee has given approval, the winning bidders will have 2 months to mobilise the new leases.

Tender Process

4. The Tender process was overseen by the Open Spaces Cafés Programme and Project Board; this Board was led by the Superintendent of Hampstead Heath.

The Board was made up of internal stakeholders including City Procurement, Chamberlain's, City Surveyor's and Comptroller and City Solicitor's.

5. Advertisements initially inviting expressions of interest were placed on the CapitalEsourcing and City of London websites in September 2015. CapitalEsourcing is a tendering portal exclusively used by the City of London to invite tenders for their work. All suppliers are given the opportunity to register on this portal to allow access to tender opportunities. The formal tender process for the Hampstead Heath Cafés went live on 4 November 2015 on the same web locations. An online advertisement was also placed on the Caterer website for a two-week period in November 2015. Locally, word of mouth was used to stimulate interest for the tender process at Queen's Park and the Parliament Hill Lido.
6. The tender documents comprised the Invitation to Tender (ITT), Heads of Terms, Service Specifications for each lease, a pro-forma response document (PQQ), a formal expression of interest, and a non-disclosure agreement. Heads of Terms were prepared by the City Surveyor's Department and Boyd-Thorpe Associates. The return date for completed bids was set at 18 December 2015. The City's Procurement Team Category Manager extended this deadline to 23 December 2015 for all bidders, in response to an issue experienced by one of the tendering companies. All communication relating to the tenders, including the submission of documents, was conducted via the CapitalEsourcing portal system messaging facility.
7. In keeping with the City of London's commitment to sustainability, bidders were asked to provide information relating to the proposed environmental management of the services. The recommended bidders were able to demonstrate their commitment to this by providing relevant information in their respective bids.
8. Bidders were able to tender for just one or all five premises, or any number between. The tenderer had to show what benefit there would be to the City if they were to be awarded more than one lease. Separate bids were required for each of the cafés being tendered for, so that, for example, a single bid could not be submitted for multiple cafés. At the evaluation stage, each café was treated as a separate business enterprise.
9. Boyd-Thorpe Associates conducted detailed comparative analysis of the bids received for each lease after the return date of 23 December 2015.
10. A total of 28 tenders were received for the five Cafés by the extended submission deadline, including bids from all the incumbent caterers. All bidders were invited to attend site visits to the Cafés, which took place between 19 November 2015 and 2 December 2015.
11. A tender evaluation matrix was developed, based on criteria deemed important for service delivery as set out in Appendix 1 (this formed part of the invitation to tender). A weighted score was calculated in the final column. Each 5% is equal to 1 weighted point. The bids were scored against a matrix of 0 = unacceptable to 4 = excellent. This matrix is shown in Appendix 1.

Tender Evaluation Summary

12. A tender evaluation panel was set up to evaluate and assess the scores. It was mediated by City Procurement and comprised the Constabulary and Queen's Park Manager, supported by Boyd-Thorpe Associates. Bidders were expected to achieve suitable scores against key evaluation criteria, evidencing their ability to meet the City's high quality requirements. If there was significant doubt about what the tenderer intended, the tenderer was required to attend a clarification meeting to ensure their proposals were fully understood. Such meetings were held with six of the bidders (Appendix 7).

13. All tenders were evaluated on the basis of a 55% weighting for quality and 45% for price. The rankings for each site are shown in Appendix 2 & 5. The results of the evaluation process for each lease are set out below, together with their proposals for that particular Café. In all cases the assessment was made taking full account of the quality of the offer.

14. The key benefits of each recommended tender are listed in the table below.

Lease	Recommended Tenderer	Key Benefits
Parliament Hill	Company I	<ul style="list-style-type: none"> • Improved menu offer and customer experience, particularly at peak periods. • Suggested menu is well designed and modern in design. • Menu based around a new wood-fired oven. • A significant investment by the tenant is proposed to improve the facility both cosmetically and the catering provision. • A high-quality catering partner with extensive experience in open space environments and a track record of increasing usage of open space cafés. • Greater company central support available for the lease. • Extend opening hours as far as demand allows. • Significantly increased income.
Golders Hill	Company I	<ul style="list-style-type: none"> • Improved menu offer and customer experience, particularly at peak periods. • Family focussed café that will appeal to all users. • Range of ice creams and sundaes served from kiosk. • Improved menu offer for children. • A significant investment by the tenant is proposed to improve facilities and the catering provision. • A high-quality catering partner with extensive experience in park environments and a track record of increasing usage of park cafés. • Greater company central support available for the lease. • Extend opening hours as far as demand allows. • Significantly increased income.
Queen's Park	Company II	<ul style="list-style-type: none"> • A popular, high-quality caterer with local knowledge. • Committed to a programme of local community engagement.

		<ul style="list-style-type: none"> • A significant investment by the tenant is proposed to improve facilities and the catering provision. • Improved menu offer. • External pop-up units will be used in peak periods. • Opportunity of increased income from top-up rent.
Highgate Wood	Company I	<ul style="list-style-type: none"> • Improved menu offer for this highly seasonal site to improve the customer experience throughout the year. • Summer will offer an outdoor pizza station and outside kiosk to support the café. • A high-quality catering partner with extensive experience in open space environments and a track record of increasing usage of park cafés. • A significant investment by the tenant is proposed to improve facilities and catering provision. • Greater central support available for the lease. • Significantly increased income.
Parliament Hill Lido	Company III	<ul style="list-style-type: none"> • Focus on healthier products. • An appropriate, limited menu. • Guaranteed income. • A regular Lido user operating the café. • Refreshment of the facility to improve the customer experience. • Investment by tenant is proposed to improve facilities. • Year-round opening. • Opening of café onto the Heath to offer general Heath users two, distinct catering offers to choose from.

15. Tenderers have not yet confirmed their ability to mobilise the relevant lease(s) within the revised timescale but they have been made aware of the expected start date.

16. Contingency plans are being drawn up to ensure that there are no gaps in service throughout the transitional period.

Corporate & Strategic Implications

17. The City of London Corporate Plan has three strategic aims. The delivery of this project will: provide valued services, such as education, employment, culture and leisure, to London and the nation.

18. The City of London sets out three core values in its Corporate Plan. The delivery of this project will aim to: provide services in an efficient and sustainable manner that meet the needs of our varied communities, as established through dialogue and consultation. The City of London Corporate Plan vision and strategic aims include; KPP2 Improving the value for money of our services within the constraints of reduced resources and KPP4 Maximising the opportunities and benefits afforded by our role in supporting London's communities.

19. The delivery of this project meets with the Open Spaces Business Plan Departmental Objective – Embed financial sustainability across our activities by delivering identified programmes and projects.
20. As part of the tendering process, and in accordance with the City of London Corporation’s policy on the London Living Wage (LLW), all tenderers were requested to submit bids for the City’s consideration that included prices inclusive of LLW. As these are leases, the tenant would not be obliged to pay the LLW. Each of the three selected suppliers has confirmed that they would pay the National Living Wage. In addition, with Company III paying LLW, and Company I paying LLW to its full time staff.

Implications

21. The award of the leases has followed on from a procurement process in line with the City’s Procurement Regulations. The key quality improvements for each Café from the recommended tenderer are summarised in Appendix 3. The guaranteed and potential top-up income from each site is shown in Appendix 4.
22. The invitation to tender outlined the tenderer’s obligations to manage the transfer of the current workforce under the Transfer of Undertakings (Protection of Employment) Regulations 2006 (known as “TUPE”). The successful tenderer will be deemed to have satisfied itself as to the applicability of TUPE and shall indemnify the City for any claims made by an aggrieved employee in connection with TUPE or otherwise and shall not itself bring proceedings against the City in connection with TUPE.
23. The announcement of the successful bids to the media will focus on the high-quality, affordable food that the new leaseholders will offer – as well as community benefits like locally sourced products and joint working with the Heath’s Learning Team.
24. A communication plan is in place, should any negative publicity arise in the Local Press as a result of the outcomes of the tendering process.
25. Tenderers are clear that there will be no financial capital investment from the City of London in the Cafés as part of this tender process.

Conclusion

26. Through tendering all five leases, we have responded to calls for an improved offer at our Cafés. We have conducted a comprehensive procurement exercise and bidders have been evaluated against criteria, that encouraged innovation, as well as an understanding the distinctive characteristics of Hampstead Heath, Highgate Wood and Queen’s Park. The proposals will deliver changes to meet customer expectations, and any additional income generated will be invested back in to the sites.

Background Papers

- Café Comparative Analysis Reports for Parliament Hill Fields, Parliament Hill Lido, Golders Hill Park, Highgate Wood and Queen's Park.

Appendices

Appendix 1 – Tender evaluation criteria & Scoring Matrix (Public)

Appendix 2 – Bid evaluation ranking by site (Public)

Appendix 3 – Key quality improvements for each site (Non Public)

Appendix 4 – Additional income from each site (Non Public)

Appendix 5 – Bid evaluation ranking by site (Non Public)

Appendix 6 – Names of the recommended Companies (Non Public)

Appendix 7 – Bidders required to attend clarification meetings (Non Public)

Contact

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Appendix 1 (Public)
Tender Evaluation Criteria & Scoring Matrix

EVALUATION CRITERIA		Weighting
Quality	Catering Concept	20%
	Investment	5%
	Menu	15%
	Management Structure and Support	5%
	Food Safety and Environmental Management	5%
	References / experience	5%
	Subtotal	55%
Price	Strength of Business Plan	15%
	Financial Offer - Rental Payment	25%
	Financial Offer - Top Up Rent	5%
	Subtotal	45%

Example of completed Evaluation Table

Caterer Name:	
Assessor Name:	

	Score	Weighting	Weighted Score	Comments
Quality				
Catering Concept	2	20%	8	
Investment	2	5%	2	
Menu	2	15%	6	
Management Structure and Support	3	5%	3	
Food Safety and Environmental Management	2	5%	2	
References / experience	2	5%	2	
Price				
Strength of Business Plan - Sales Forecast and Profit and Loss Account Forecast	3	15%	9	
Financial Offer - Rental Payment	3	25%	15	
Financial Offer - Top Up Rent	2	5%	2	

Total	21	100%	49	
Out of a possible	36	-	80	

Scoring Matrix

Grade	Interpretation	Criteria
0	Unacceptable	Nil or inadequate response. Fails to demonstrate an ability to meet the requirement.
1	Poor	Response is partially relevant but generally poor. The response addresses some elements of the requirement but contains insufficient/limited detail or explanation to demonstrate required capability and capacity to undertake the Lease.
2	Adequate	Response meets the requirements of the question is relevant and acceptable. The response provides sufficient evidence of required capability and capacity to undertake the lease but may lack details on how the requirement will be fulfilled in certain areas.
3	Good	Response performs well against the question showing a good level of relevant evidence of capacity and capability to meet the Lease requirements. The response is sufficiently detailed to demonstrate a good understanding and provides the majority of details on how the requirements will be fulfilled.
4	Excellent	Response performs strongly against the question showing substantial evidence of capacity and capability to meet the Lease requirements which is completely relevant and excellent overall. The response is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides full and well considered details of how the requirement will be met.

Appendix 2 (Public)
Bid evaluation ranking by site

Parliament Hill Field Café

Tenderer	Quality (55%)	Price (45%)	Total
Bid A	50.0%	40.0%	90.0%
Bid B	40.4%	32.5%	72.9%
Bid C	42.5%	21.7%	64.2%
Bid D	30.8%	30.0%	60.8%
Bid E	28.3%	32.5%	60.8%

Golders Hill Park Café

Tenderer	Quality (55%)	Price (45%)	Total
Bid A	46.3%	37.5%	83.8%
Bid B	50.4%	28.8%	79.2%
Bid C	25.0%	37.5%	62.5%
Bid D	30.8%	27.5%	58.3%

Queen's Park Café

Tenderer	Quality (55%)	Price (45%)	Total
Bid A	50.0%	22.9%	72.9%
Bid B	42.1%	30.0%	72.1%
Bid C	37.1%	33.8%	70.8%
Bid D	43.8%	24.6%	68.3%
Bid E	40.4%	27.5%	67.9%
Bid F	44.6%	21.3%	65.8%
Bid G	28.8%	36.3%	65.0%
Bid H	24.2%	27.5%	51.7%
Bid I	30.0%	20.4%	50.4%

Highgate Wood Café

Tenderer	Quality (55%)	Price (45%)	Total
Bid A	47.9%	30.0%	77.9%
Bid B	40.4%	33.8%	74.2%
Bid C	28.8%	37.5%	66.3%
Bid D	42.5%	23.3%	65.8%
Bid E	31.7%	26.3%	57.9%

Parliament Hill Lido Café

Tenderer	Quality (55%)	Price (45%)	Total
Bid A	38.3%	33.8%	72.1%
Bid B	43.8%	27.5%	71.3%
Bid C	Bid	21.7%	62.1%
Bid D	35.0%	15.0%	50.0%

Committee(s)	Dated:
West Ham Park Committee – For Information	01/02/2016
Open Spaces and City Gardens Committee – For Decision	01/02/2016
Hampstead Heath Consultative Committee – For Information	07/03/2016
Hampstead Heath, Highgate Wood and Queen’s Park Committee – For Information	14/03/2016
Subject: Open Spaces Department – Progress on Sports Projects and Programme Board and Partnership Agreement with the Lawn Tennis Association	Public
Report of: Superintendent of Hampstead Heath	For Information
Report author: Richard Gentry – North London Open Spaces	

Summary

The purpose of this report is to update Hampstead Heath Consultative Committee Members on the progress which has been made with the Sports Projects and Programme Board; specifically with regard to a review of our sports provision and the development of a strategic partnership approach with the Lawn Tennis Association (LTA), including the development of an online tennis booking application. The report also highlights the benefits of entering a partnership with the LTA which includes access to coaches and coaching models and tennis courses for all ages and abilities and seeks Members support for this approach. The report sets out our aspiration to develop tennis activity within our Open Spaces, increase usage and increase income to deliver against identified Service Based Review savings.

Recommendations

Members are asked to:

- Note the content of this report and the progress which has been made by the Sports Programme and Project Board.
- Support a partnership approach with the Lawn Tennis Association through a Memorandum of Understanding.

Main Report

Background

1. The City of London owns and manages almost 4,500 hectares of historic and natural Open Space for public recreation and health. Spaces in and beyond the Square Mile have over 23 million visits each year. They include important wildlife habitats, Sites of Special Scientific Interest and National Nature Reserves for the

public to enjoy. Within their Open Spaces the City of London provides or facilitates numerous sporting activities, both formal and informal.

2. The City of London works with a number of partners (for example: English Heritage, Football Foundation, Lee Valley Regional Park, Natural England, Royal Parks, Royal Society for the Protection of Birds and Sport England) to protect green spaces.

Current Position

3. In order to respond to the Open Spaces Department agreed Service Based Review (SBR) savings, a Sports Programme and Project Board was set up, led by the Superintendent of Hampstead Heath. The purpose of the Board is to; carry out a review of sports provision across Open Spaces, develop a Sports and Play Strategy for Open Spaces and consider a potential new operating model to deliver SBR savings. The Board has agreed a number of projects in order to achieve identified savings and income generating opportunities.
4. A consultant has provided analysis of the full cost of sports provision across our Open Spaces. The cost of provision of sporting activities across all Open Spaces Department is estimated at £2.4m per annum; with a corresponding income of £724,000 i.e. the net cost of service is £1.7m.
5. The Sports Programme and Project Board is currently tendering for consultants to carry out a “user and non-user” consultation. This piece of work will provide a detailed understanding of the current profile of users and views (positive and negative) users have of the sports facilities within Open Spaces. A key objective is for the Department to have information on the levels of current participation and thus, potentially how participation can be maintained and increased. A second objective is to understand the reasons and barriers that exist for non-users and how we can provide future opportunities to encourage non-users to participate.
6. The research will inform the future development of the Sport and Physical Activity Framework and will be used to set measureable outcomes and annual targets for increased participation.
7. An identified SBR saving was to develop and introduce an online booking system that could be accessed by the user on a variety of devices (smart phone, PC or tablet). The saving associated with staff time and an increase in income would contribute to the SBR savings.
8. The Open Spaces Department is responsible for the management and maintenance of 34 tennis courts across four Open Spaces. These courts are located at:
 - **West Ham Park** 12 courts
 - **Parliament Hill Fields** 10 courts
 - **Golders Hill Park** 6 courts (2 grass, 4 tarmac)
 - **Queen’s Park** 6 courts

9. Currently staff book and administer the booking of tennis courts. This process requires staff to be in attendance when users want to book, pay or play for a tennis court or be at the end of a phone for set periods of time. In excess of 5,400 hours of staff time are spent in the facilitation (face to face or over the phone bookings) to provide access to tennis courts across our Open Spaces. This equates to £107,500 in staff costs (April 2014 – March 2015).

Opportunities

10. The Open Spaces Department encourages participation in sport and physical activity to promote healthy and active lifestyles.
11. In partnership with the LTA, there is an opportunity to access the LTA ClubSpark online tennis booking system. The ClubSpark system enables users to book tennis courts using a PC, smartphone or tablet. The system can be set up to take payments online and court bookings and membership can be managed by various modules in the application.
12. The benefits of using the ClubSpark application include:
- Customers will be able to book tennis courts online for their preferred site without having to attend the park.
 - Flexible use of the staff resource, not tied to tennis booking huts for long periods.
 - Reduce the need for casual staff used during the summer months.
 - Data collection of users, including age, sex and location – will provide user demographics e.g. to support the development of coaching programmes and activities which meet the needs of our customers.
 - Data on the system would be City of London data
 - Sportlabs/ClubSpark act as a data processor
 - The City of London remains the data owner
 - LTA get anonymised data from the system
 - LTA get personal details if a user consents to it when creating an account on the system
 - Opportunity for booking applications to be used to promote relevant Open Spaces information, including marketing of events.
13. ClubSpark is free software for all LTA registered venues. To register all four City of London Open Spaces with the LTA in year 1 would cost £200 per site. Ongoing maintenance and updates would be funded by the LTA.

Lawn Tennis Association Partnership

14. The London & South East region identified 12 “fast track” local authorities and strategic partners in 2015 based on current participation levels and latent demand in those areas, with a view to securing long term partnerships with the respective local authority, the LTA has allocated staff and financial resources accordingly. The City of London is one of those 12 fast track areas.
15. The LTA can provide a revenue investment package to support the delivery of long term strategic partnership and relevant business model. The LTA can also

provide advice and guidance on an effective and efficient coaching model for the Open Spaces Department, which could increase income.

16. The Open Spaces Department is always seeking efficiencies as well as reviewing how it manages its tennis facilities. Specifically, online tennis has been identified as an area where the service could be improved, savings could be made and additional income generated.
17. A strategic partnership and registration with the LTA will provide the Open Spaces Department with access to an online tennis booking application called 'ClubSpark'.

Progress

18. In order to seek the views and inform stakeholders a period of engagement was carried out with our tennis users and non-users by an external consultant. Face to face interviews, focus group and telephone interviews took place. An executive summary of this consultation exercise is provided at Appendix 1. This work was funded by the LTA. The results of the consultation exercise will help inform a set of recommendations that will be presented to City of London stakeholders for consideration; forming part of the wider consultation process with users and non-users of our sports facilities.
19. West Ham Park has produced a tennis development plan in order to deliver their aim of "creating a more active lifestyle for local residents through increased tennis participation". This will be achieved by:
 - a. Refurbishing 9 courts and completing cyclical improvements within budget and in time for the start of the 2016 summer season (May 2016).
 - b. Introducing on-line booking system for use of the courts for informal play and organised coaching (May 2016).
 - c. Delivering a mixed programme of tennis coaching, activities and leagues which increase the number of people using the courts.
 - d. Using targeted marketing to ensure that membership mix represents local community diversity.
20. Three of West Ham Parks twelve courts were resurfaced to a high standard in 2013, the remaining 9 courts are in a poor condition. The cost of resurfacing the courts is £285,000. The City Surveyor had identified £200,000 funding through the Annual Work Programme and the West Ham Park Manager has been successful in applying for a grant of £85,000k from the LTA to fund the remainder of the Project. The refurbishment of the tennis courts is expected to be completed by the end of April to allow the courts to be opened in May 2016.

Next Steps

21. The ClubSpark application will be developed further with support from the LTA.
22. Staff in the Open Spaces Department will assist in the development of arrangements e.g. times/days that advanced bookings can be made, when

coaching sessions can be delivered and when courts will be closed for routine maintenance.

23. Training would be delivered by the LTA to ensure staff who interact with our tennis users are competent in the booking process and are able to use the application and its functions effectively.
24. Queen's Park will approach the LTA in 2016/17 (subject to Additional Work Programme budget) to seek a grant to assist with the refurbishment of its six tennis courts.

Corporate & Strategic Implications

25. The Sports Programme will be the mechanism for the delivery of sports, both formal and informal, across the Open Spaces Divisions meeting the Departmental objective to: *'Improve the health and wellbeing of community through access to green space and recreation'*. The Sports Programme also meets the Open Spaces Department Charitable objectives of; *'The preservation of our open spaces for the recreation and enjoyment of the public'*.
26. The Sports Programme also supports the City of London strategic aim; *To provide valued services, such as education, employment, culture and leisure, to London and the nation.* (Corporate Plan 2015 – 19).

Implications

27. **Financial Implications** – Any financial costs to deliver the Sports projects are being met from Open Spaces Local Risk Budgets. Additional funding through the LTA will be considered in the future to support the refurbishment. Currently the Open Spaces Department recovers 38% of costs through tennis, as an activity in the Open Spaces.
28. The Sports Programme will help contribute to the departmental savings identified as part of the corporate SBR process. The Online Tennis Booking Project has an identified SBR saving of £20,000. A reduction in the use of casual staff and increased income through membership and usage of the tennis courts will assist in the delivery of these savings.

Conclusion

29. It is important to encourage physical activity in our Open Spaces; one way of achieving this is by supporting people to play tennis and increasing usage on our tennis courts. The City of London, Open Spaces Department aspires to see an increase in sports participation. Introducing the right business model will support the City of London in delivering tennis court facilities that are sustainable and accessible for future generations.

Appendices

- Appendix 1 - Executive Summary – City of London Tennis User and Non User Consultation.

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Appendix 1.

Executive Summary – City of London Tennis User and Non User Consultation

- Of the 135 users interviewed 69% were male and 31% female
- The largest age category was the 45-65 group, with 43% falling into this, followed by the 25-45 year olds, who made up 41%
- 73% of the sample stated they only played at this location
- In terms of frequency of playing 80% stated that they played at least once a month or more, with 19% playing regularly but less than once a month
- In terms of satisfaction levels, the highest levels were for the “accessibility” of the court, the courts themselves and the VFM of the courts, the lowest levels were for the booking system and “other facilities around the courts”
- When asked if they would be willing to pay for improved services such as improved booking, 28% said “yes definitely”, with a further 33% saying “perhaps/maybe”
- There was significant interest in coaching, with 39% saying they were interested in “one to one” sessions and another 39% saying interested in “group coaching”
- Only 16% stated that they currently participated in competitions, with 48% stating that they would be interested in taking part in them, either occasionally or on a regular basis
- The feedback from staff was generally one of concern/suspicion about the introduction of an online booking system, as they felt that this would impinge on the level of service to the end user, although some of them could see that the introduction of a better booking system was necessary
- Equally some customers from the focus groups were concerned that the introduction of an online booking system would mean less “face to face” personal service on site. There seem to be some “informal” procedures, that both customers and staff like, and that do seem to work for both parties, however this may not be the best system/procedures in terms of effectiveness and increasing usage/income
- Most staff and stakeholders felt that there were real opportunities to increase usage through improved coaching opportunities, and the introduction of more structure sessions, ladders/leagues etc.

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Committee(s)	Dated:
Hampstead Heath, Highgate Wood and Queen's Park Committee	14 March 2016
Subject:	Public
Superintendents update for March 2016	
Report of:	For Information
Superintendent of Hampstead Heath	

Summary

This report provides an update on management and operational activities across Hampstead Heath since January 2016.

Recommendation

Members are asked to:

- Note the contents of this report;

Main Report

Property update

1. A drainage survey has been completed at the Kenwood Nursery Yard. The recommendations will be incorporated into a project to resurface the operational working area.
2. The tanking works at the Hill Garden Shelter and repairs to the Belvedere stairs are on-going and are scheduled to be completed by the 22 April 2016.
3. There are on-going issues with the tiling at the Heath Extension changing rooms, a further area of 80m² is being re-tiled.
4. Planning permission and Listed Building Consent have been obtained for the boundary walls at the Lido. The brick walls have been rebuilt and the coping stones and the security stainless steel palisade will be completed before the start of the summer swimming season.

Planning

5. The Superintendent will provide an update at the meeting on The Water House and Heath House Planning Applications.

Events

6. The Southern Counties Cross Country Championships was held at Parliament Hill on Saturday 30 January 2016. With ten separate races a total of 5,115 runners took part in the event. Following the event the Superintendent arranged an inspection of the course and a programme of works were agreed

to protect and restore Heath. The Superintendent will provide a further update at the meeting.

Constabulary update.

7. During January 2016 the Constabulary dealt with 107 incidents. Of these 14 related to cycling and 14 to dog control.
8. A vacant Constable post is currently being advertised.

Swimming

9. The Superintendent will provide an update of the issues discussed at the Swimming Forum on the 29 February 2016.

Golders Hill Park

10. The Superintendent will provide an update on the landscaping works around the disabled car park and phase three of the stumpery.

Highgate Wood

11. Due to high winds, the Wood was closed to the public from midday on the 6 February, and all day on 8 February.
12. New maps and signage have been installed at all of the entrance gates, and a new interpretation board have been installed on the exterior of the information hut.

Queen's Park

13. Due to high winds, the Woodland walk was closed to the public 6, 7 & 8 February.
14. A range of pollarding, hedge laying and hedge reductions works are currently being undertaken as part of the Annual Work Programme.
15. The Lytch gate has been refurbished and the entrance signs have been repainted.
16. To protect the memorial benches an additional piece of trim trail equipment, which can be used for "step ups", is being added to the trim trail.

Projects

17. The Superintendent will provide an update on current Projects.

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Committees	Dated:
Hampstead Heath Consultative Committee Hampstead Heath, Highgate Wood and Queen's Park Committee	7 March 2016 14 March 2016
Subject: Hampstead Heath Ponds Project – Progress Report	Public
Report of: Superintendent of Hampstead Heath Project Director	For Information

Summary

The Ponds Project is now 10 months through its 18 month programme and is scheduled to finish by the end of October 2016. The construction works have now reached their maximum intensity, and BAM Nuttall have a team of 50 staff on site, spread across seven separate sites across the Heath. There remains a delay at the Model Boating Pond, caused by an issue with the temporary sheet-pile dam last year, but this should not extend the overall programme.

Recommendations:

It is recommended that members:

- Note this report.

Main Report

Background

1. As previously reported, 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 the reservoirs on Hampstead Heath could overtop, potentially leading to erosion and dam failure, putting lives, property and infrastructure at risk. A wide range of options was evaluated, and one selected and approved in June 2014 for each chain of Ponds, on the basis that it met the necessary legal, operation and design criteria. Planning consent was granted in January 2015 by the London Borough of Camden's Development Control Committee, subject to Conditions and a Section 106 agreement. Preparation works took place in February and March 2015, with the main works starting on 13 April.

Planning Conditions and Section 106

2. City Officers are continuing to liaise with colleagues in Atkins and the London Borough of Camden to discharge the Planning Conditions associated with the approval, in line with the work programme. The final three Conditions relate to the finishes of the new Kenwood Ladies' Pond changing rooms and are still to be submitted to Camden.
3. A separate planning application has been submitted to cover a revised design of a small section of the end of the new wall at Highgate No. 1 Pond. This section is to be constructed in private property and, following local consultation, the design has been altered to meet the requirements of the landowner and minimise impact

on the trees. A separate application is required as the property is listed and in a Conservation area.

4. The Community Working Group established as part of the Conditions continues to meet monthly to hear about the programme for the next two months, and to monitor various aspects of the project including complaints, environmental data and the programme. Guided walks for this group and other stakeholders also take place regularly. Camden's request that three apprentices be employed has now been fulfilled.

Construction work

5. On the Highgate Chain, the large-scale earthworks have been concentrated at the Model Boating Pond and as previously reported there have been delays caused by issues with the temporary dam. At the end of last year an extension to the work compound was requested (to the west of the current compound) by BAM Nuttall as the nature and treatment of the wet silt was not as anticipated. This area has now been fenced off and is being used to store the silt enabling the borrow pits in the existing compound to be opened up and clay extracted.
6. BAM Nuttall slowed down work in this area due to the winter conditions, which make moving clay and silt more difficult. BAM have been moving the stored silt to the extended compound area to free up space for clay excavation, and we expect final silt removal from the dam site and then clay excavation from the pits to start in the next few weeks. Officers are looking at the final shape of the hillside leading down to Model Boating Pond in the light of the revised position of the gas main, the volumes of silt recovered, and the fact that testing has confirmed more of the clay has been found to be suitable for use in the dam construction.
7. Desilting work, using a suction technique, has taken place on three of the ponds (Stock Pond, Men's Bathing Pond, Mixed Bathing Pond) and is currently underway at Viaduct Pond.
8. A value engineering process took place at the end of last year on the new prefabricated changing and lifeguard facility for the Kenwood Ladies Pond. This saved a total of £30k through a process of re-sourcing fixtures and fittings, although this was offset by the need for shutters to be included in the specification for the new building. The whole design process took part in consultation with the lifeguards and Kenwood Ladies Pond Association. The building, which is under construction in a warehouse in Yorkshire, has been visited by members of the project team, representatives from the Kenwood Ladies Pond Association and the staff who will be based at the new facility.
9. In early April, the building will arrive in five separate large pieces and will be craned into position on the new slab. A trial run which took place in February to ensure the lorry carrying the building sections would fit when delivered. This was successful apart from at one location on the path close to Model Boating Pond where there was no way round an Alder tree on the boundary path. If this tree is felled, a replacement semi-mature tree will be replanted in an appropriate location.
10. While Ladies Pond is closed for the construction work, the Mixed Pond has been operating as a Ladies only facility. We have agreed with BAM that they may work

on Saturday mornings (as permitted by the planning permission) at the Ladies Pond so the construction programme can be met.

11. On the Hampstead Chain, the major earthworks are focussed on the Catchpit area and also include a large borrow pit and compound in Pryor's Field with a connecting haul route to the Catchpit. Work in this location started in January with the borrow pit area and haul road being fenced off and top spoil removed. Works will be taking place in this location until summer. Work on Hampstead 1 and 2 Ponds is proceeding as planned.

Education

12. The Ponds Project Education Programme launched 11 months ago, with the aim to engage and educate children in a range of curriculum based topics, utilising opportunities provide by the Ponds Project. The main focus is on Secondary Schools and to date we have run 40 secondary sessions for 921 students, putting us behind schedule on this aspect of the project. We had planned to have delivered 67 at this stage. The reason this figure is behind is due to lack of uptake from secondary schools. We have also run 19 primary sessions for 512 students, putting us ahead of schedule for Primary engagement. Our sessions have received excellent feedback from teachers.
13. There are currently seven education sessions on offer, as well as bespoke secondary sessions. The Ponds project education team is looking into developing and delivering a cross curricular event with the Museum of London, and British Science Week activities with BAM Nuttall.
14. Over the winter we ran a Writing Competition for Secondary school students. Their challenge was to write a short story, up to 1000 words long, describing how a Ford Cortina ended up in the Model Boating Pond. Ninety entries were received, and the winners for both the younger and older ages groups attend Camden School for Girls. Their entries can be found on the Ponds Project education webpage, www.cityoflondon.gov.uk/pondsprojecteducation.

Conclusion

11. The project is now progressing at the expected speed. Communications and consultation with stakeholders is working well and complaints continue to be low in number (four logged in February), despite the project now being widely spread across the Heath. Due to ground conditions and bad weather, the winter period brought challenges, but as we leave this period behind, we expect progress to pick up speed. The Project remains within budget and within the original programme.

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

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Committee(s)	Dated:
Hampstead Heath Consultative Committee – For Information	7 March 2016
Hampstead Heath, Highgate Wood and Queen’s Park Committee – For Information	14 March 2016
Subject: Hampstead Heath Management Plan Review	Public
Report of: Superintendent of Hampstead Heath	For Information
Report author: Lucy Gannon, Open Spaces	

Summary

2016 marks the beginning of the ninth year of the ten-year span of the Hampstead Heath Management Plan. It is proposed that work to undertake a review of the management plan commence immediately to ensure a renewed ten year strategic plan and management framework is in place by 2018.

This report proposes an approach based on the working group model that was successful in developing the current plan. Five broad themes are proposed for undertaking this review: measuring progress and achievements to date; reviewing the structure of the plan and associated framework for delivery; refreshing the objectives, actions and goals to ensure relevance in the current and future contexts; fostering a spirit of shared stewardship; and adopting an outcomes-based approach.

Recommendation(s)

Members are asked to:

- Note the report.

Main Report

Background

1. Since becoming custodian of Hampstead Heath in 1989, the City of London is committed to reviewing regularly the management plan for Hampstead Heath. The current management plan was released in November 2007 and is current to the end of 2017.
2. The Project and Management Support Officer was appointed in October 2015 and will lead the management plan review with the aim of a renewed strategic management plan being in place by early 2018.

Current Position

3. The format for the current management plan was agreed and set out in 2004. It was agreed that the plan must be comprehensive and forward-looking to reflect the scale, significance and complexity of the Heath. The result was a strategic management framework extending over a ten-year period and made up of three parts.
4. Part I – Towards a Plan for the Heath 2007-2017 sets the long-term strategic direction for management of the Heath, addressing eight key themes and setting out overriding objectives, essential actions and aspirational goals for each theme.
5. Part II – Topic Papers was to include a series of topic papers providing greater detail for each key theme and would follow approval of Part I. Working Groups for each theme were able to progress topic papers to varying degrees. To date, completion of Part II has been achieved for Natural Landscape with detailed information and policies developed by the Ecology Team and the Natural Landscape Working Group.
6. Part III – Management Specification is intended to set out in detail how the management techniques will be applied to each area of the Heath and to align with various work programmes, site-specific plans and annual work plans. As above, the Natural Landscape theme provides an example of this with the preparation of 15 compartment management plans and an Annual Works Plan.

Proposals

7. 2016 marks the beginning of the ninth year of the ten-year span of the Hampstead Heath Management Plan. It is proposed that work to undertake a review of the current management plan commences immediately to ensure a renewed strategic plan and management framework is in place for 2018. In so doing, the importance of maintaining continuity with the current plan and preceding policies is recognised, as well as the valuable contribution of the working groups and contributors. The proposed approach is to review the current plan and apply the learnings to the preparation of a plan for 2018 to 2028, as outlined below.
8. Progress
Review achievements and progress towards the actions and goals set out in Part I of the plan. It is proposed that this be undertaken collaboratively by re-convening themed working groups to provide context and continuity. Questions to be considered by working groups may include: What actions have been achieved since 2007? How effectively has the management plan guided management, prioritisation and decision-making on the Heath? How can we measure success?
9. Structure
Review the effectiveness of the structure of the management plan. Working groups may consider the following questions: What are the reasons for Part II

and III remaining incomplete for several themes? How has this affected management of these themes and values? What can we learn from the approach applied to Natural Landscape? How can we embed the strategic objectives at the delivery level?

10. Relevance

Review strategic objectives, aspirations and actions to ensure relevance in the current and future environmental, social, economic and policy context. Questions to consider include: During the past 8 years, what changes are relevant to the Heath? What trends, challenges and opportunities are likely to affect future management and how can these be addressed?

11. Engagement

Review consultation processes and effectiveness of engaging the Heath's community. How inclusive are existing forums for engaging the Heath community? Are there further opportunities to foster a shared sense of stewardship for the Heath in the future?

12. Evaluation

Develop an outcomes framework to assist in the allocation of resources and prioritisation for future investment to successfully realise the aspirations of the management plan. An outcomes approach may also underpin a framework for monitoring and evaluation with an emphasis on celebrating successes and applying learning.

Corporate & Strategic Implications

13. Review of the Hampstead Heath Management Plan will be in accordance with relevant corporate policies and in reference to the Corporate Plan, Open Spaces Business Plan and the Community Strategy. A number of implications have been considered in proposing the above approach to the review of the current management plan, as set out below.

14. A completion date of early 2018 aligns well with the Corporate business planning schedule, with key actions, projects and programmes able to be prioritised in the 2018/19 Open Spaces 3-year Business Plan.

15. The timeframe also aligns with the Open Spaces Service Based Review and enables key changes to service delivery models to be reflected in the renewed strategic plan and management framework.

16. The development timeframe coincides with the conclusion of the Hampstead Heath Ponds Project in 2017 and provides an opportunity for engaging the Heath community about the future of the Heath, looking beyond the debate arising from the Ponds Project.

Implications

17. There will be facilitation and engagement costs which will be allocated from the Superintendent's Local Risk Budget.

Conclusion

18. The proposed approach to conducting a review of the Hampstead Heath Management Plan 2007 – 2017 aims to produce a renewed strategic management plan and management framework for implementation in 2018. This will build on the strengths and reflect the intentions of the current management plan while ensuring it remains relevant into the future. The renewed plan will span ten years and will be strategic, comprehensive and forward-looking to reflect the scale, significance and complexity of the Heath.

Appendices

- Appendix 1 – Proposed programme outline for the 2018 – 2028 Hampstead Heath Management Plan

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Proposed programme outline for the 2018 - 2028 Hampstead Heath Management Plan

Project Stage	Committee report theme ¹	Activity	Methodology	Outputs or products	Spring 2016	Summer 2016	Autumn 2016	Winter 16/17	Spring 2017	Summer 2017	Autumn 2017	Winter 17/18	Spring 2018
Review	Project initiation	Reconvene working groups ² .	Ensure continuity by inviting members of the working groups involved in developing the 2007 Plan to participate in the review. Aim to be inclusive and representative of Heath stakeholders.	Programme of activities for working groups Briefing papers									
	Review progress structure relevance	Review current Plan with working groups.	Review achievements and progress made towards the actions and goals set out in the 2007 Plan. To what extent did we achieve the objectives set out in the plan?	Report summarising achievements of the past decade									
		Engage working groups to capture insights and learning gained from the review.	Capture insights from the review to inform proposals to be considered in developing the 2018 Plan. This includes ensuring an effective structure or framework for the 2018 Plan and ensuring it remains relevant in the current and future context. How can we sustain and improve our performance in the future?	Proposals for a management framework Recommendations for modifications to be incorporated into the 2018 Plan									
Define success	Engagement	Engage widely to develop the community vision.	Invite the wider community to join a conversation about the future management of the Heath. What are your aspirations for the Heath?	Report summarising community aspirations for the Heath									
	Evaluation	Draw on the community vision to define what success will look like.	Begin to describe outcomes and impacts for the Heath and for the community, now and in the future. How can we ensure the 2018 Plan enables and drives success?	Proposed community vision for the Heath Proposed outcomes framework for the Heath									
Development		Prepare a draft 2018 Plan.	Revise current strategies and add new ones to develop a 2018 Plan that sets a clear direction for achieving the outcomes and impacts in the future. How can the 2018 Plan guide delivery to realise the aspirations of the vision?	Proposed 2018 Plan prepared for Committees ³ approval prior to release for wider consultation									
	Engagement	Engage widely on proposed 2018 Plan.	Engage the wider community to seek feedback on the proposed 2018 Plan. Does the proposed 2018 Plan capture community aspirations for the Heath?	Programme of consultation activities Consultation report Recommendations for finalising the 2018 Plan									
Finalise & Implement		Revise and finalise the 2018 Plan.	Finalise the 2018 Plan in light of community feedback.	Final 2018 Plan prepared for Committees approval									
		Committees approval	Report to Committees and seek final approval for the 2018 Plan.	Approval to publish									
		Release and begin to implement the 2018 Plan	Support staff, partner and stakeholder transition to the 2018 Plan and management framework and undertake a project evaluation prior to project close.	2018 Plan published Framework for evaluation of outcomes and annual reporting following implementation of the 2018 Plan.									
Proposed milestones for Committees					Mar-2016 Project start		Nov-2016 Report on progress		Mar-2017 Report on progress	Jul-2017 Draft 2018 Plan for Committees approval		Mar-2018 Final Committees approval	Apr-2018 Implement

Notes:

- Refers to the five broad themes set out in the March 2016 committee report. The report outlines the proposed approach which is to review the current plan and apply the learnings to the preparation of the 2018 Plan. The five themes are:
 - Progress Measuring progress and achievements to date
 - Structure Reviewing the structure of the plan and associated framework for delivery
 - Relevance Refreshing the objectives, actions and goals to ensure relevance in the current and future contexts
 - Engagement Fostering a spirit of shared stewardship through wider engagement
 - Evaluation Adopting an outcomes-based approach to inform evaluation
- Six working groups were established to review specific topics during development of the 2007 Plan. Membership of the groups included experts in that field, local interest and user groups, partner organisations and members of staff.
- Committee³ refers to the Consultative Committee and the Management Committee.

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