



## Hampstead Heath, Highgate Wood and Queen's Park Committee

**Date:** MONDAY, 16 MAY 2016

**Time:** 1.45 pm

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

**Members:**

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

**Enquiries:** David Arnold  
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020 7332 1174

**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, 21 April 2016, 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.
  - a) **HAMPSTEAD HEATH, HIGHGATE WOOD & QUEEN'S PARK COMMITTEE MINUTES**  
To agree the public minutes and summary of the meeting held on 14 March 2016.  
**For Decision**  
(Pages 3 - 8)
  - b) **HIGHGATE WOOD JOINT CONSULTATIVE COMMITTEE MINUTES**  
To note the draft public minutes of the meeting held on 13 April 2016.  
**For Information**  
(Pages 9 - 14)
7. **CONSULTATIVE COMMITTEE APPOINTMENTS 2016/17**  
Report of the Town Clerk.  
**For Decision**  
(Pages 15 - 20)
8. **2016 TO 2019 OPEN SPACES BUSINESS PLAN**  
Report of the Director of Open Spaces.  
**For Information**  
(Pages 21 - 52)

9. **PARLIAMENT HILL, GOLDERS HILL PARK AND HIGHGATE WOOD CAFÉ LEASES.**

Report of the Superintendent of Hampstead Heath.

**For Decision**  
(Pages 53 - 62)

10. **OAK PROCESSIONARY MOTH PLAN 2016**

Report of the Director of Open Spaces.

**For Information**  
(Pages 63 - 70)

**Hampstead Heath**

11. **SUPERINTENDENT'S UPDATE**

Report of the Superintendent of Hampstead Heath.

**For Information**  
(Pages 71 - 76)

12. **HAMPSTEAD HEATH PONDS PROJECT UPDATE**

Joint report of the Superintendent of Hampstead Heath and the Ponds Project Director.

**For Information**  
(Pages 77 - 80)

**Highgate Wood & Queen's Park**

13. **SUPERINTENDENT'S UPDATE FOR HIGHGATE WOOD**

Report of the Superintendent of Hampstead Heath.

**For Information**  
(Pages 81 - 88)

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

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

**Part 2 - Non-Public Agenda**

16. **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**

17. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 14 March 2016.

**For Decision**  
(Pages 89 - 90)

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

MOUNTEVANS, Mayor	<b>RESOLVED:</b> That the Court of Common Council holden in the Guildhall of the City of London on Thursday 21st April 2016, doth hereby appoint the following Committee until the first meeting of the Court in April, 2017.
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## **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 2016/17**

- 15 (4) John Alfred Barker, O.B.E., Deputy
- 11 (4) Jeremy Lewis Simons
- 4 (4) John Stuart Penton Lumley, Professor
- 2 (2) Keith David Forbes Bottomley *for three years*
- 4 (3) Karina Dostalova
- 2 (2) Dennis Cotgrove
- 6 (2) The Revd. Dr. Martin Dudley
- 6 (2) Clare James
- 1 (1) Anne Helen Fairweather *for two years*
- 8 (1) Barbara Patricia Newman, C.B.E.
- 2 (1) Michael Hudson
- 6 (1) Virginia Rounding

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	-	Rachel Evans
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:-

- (a) expressing views or making recommendations to the Open Spaces and City Gardens Committee for that Committee's allocation of grants which relate to Hampstead Heath, Highgate Wood & Queen's Park.

**Hampstead Heath**

- (b) 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;
- (c) 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;

**Highgate Wood & Queen's Park**

- (d) 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;

**Consultative Committees**

- (e) 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

## **HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE**

**Monday, 14 March 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)	Barbara Newman
Jeremy Simons (Deputy Chairman)	Graeme Smith (Ex-Officio Member)
Deputy John Barker	Rachel Evans (RSPB)
Dennis Cotgrove	Councillor Sally Gimson (London Borough of Camden)
Keith Bottomley	John Beyer (Heath and Hampstead Society)
Karina Dostalova	Maija Roberts (Open Spaces Society/Ramblers' Association)
Revd Dr Martin Dudley	
Michael Hudson	
Edward Lord	
Professor John Lumley	

#### **Officers:**

David Arnold	- Town Clerk's Department
Susanna Lascelles	- Town Clerk's Department
Christopher Bell	- Chamberlain's Department
Alison Elam	- Chamberlain's Department
Michael Harrington	- Chamberlain's Department
Sue Ireland	- Director of Open Spaces
Bob Warnock	- Superintendent of Hampstead Heath
Richard Gentry	- Constabulary and Queen's Park Manager
Declan Gallagher	- Operational Services Manager

The Chairman welcomed Rachel Evans to her first Committee meeting as a (interim) Co-Opted Member representing the Royal Society for the Protection of Birds.

#### **1. APOLOGIES**

Apologies for absence were received from Clare James, Alderman Ian Luder, Councillor Melvin Cohen (London Borough of Barnet), and Philip Wright (English Heritage).

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

There were none.

### 3. **MINUTES**

#### **RESOLVED** – That:-

- a) the public minutes and non-public summary of the Hampstead Heath, Highgate Wood & Queen's Park Committee meeting on 25 January 2016 be approved; and
- b) the draft minutes of the Hampstead Heath Consultative Committee meeting on 7 March 2016 be noted.

#### **Matters Arising**

##### City of London Corporation (Open Spaces) Bill

The Bill had received its second reading on 2 February. Two petitions had been submitted but neither were related to Hampstead Heath. It was understood that a local MP for Hampstead and Kilburn would be making a representation to the Bill.

##### Hampstead Heath Ponds Project

Archaeologists from Museum of London Archaeology (MOLA) would be carrying out a two- or three-day investigation of the timber structures in the Model Boating Pond this week, following an initial inspection on Friday 11 March.

### 4. **CAFES – LEASE AWARD REPORT**

The Committee considered a report of the Superintendent of Hampstead Heath regarding the award of three-year leases for Catering Services across Hampstead Heath, Highgate Wood and Queen's Park, commencing on 9 May 2016. The Superintendent began by explaining the tender process for the new three-year leases across the five café sites.

In response to Members' questions, the Constabulary and Queen's Park Manager advised that the criteria assessing the quality of each bid included the content and affordability of sample menus, sustainability and locality of proposed produce, and the use of local or existing employees. New bidders received no preference over existing leaseholders and there was no weighting towards large or small companies. Consultations had been carried out including a customer feedback questionnaire at Queen's Park. The Head of City Procurement added that bidders' perceived suitability for the location was not considered but could be included as quality criteria during future tendering processes.

Some Members suggested that the award of each lease to the Most Economically Advantageous Tender (MEAT) did not necessarily take into account the political concerns surrounding the decision. Another Member expressed his view that the financial benefits of each MEAT to the North London Open Spaces outweighed the political concerns.

It was then **RESOLVED** to continue further discussions during the Non-Public Agenda due to the disclosure of exempt information likely to reveal the identity of individuals and relating to the financial and business affairs of any particular



person or authority (in accordance with paragraphs 1 and 3 of Part I of Schedule 12A from the Local Government Act 1972).

**5. OPEN SPACES DEPARTMENT – PROGRESS ON SPORTS PROJECTS AND PROGRAMME BOARD AND PARTNERSHIP AGREEMENT WITH THE LAWN TENNIS ASSOCIATION**

The Committee received a report of the Superintendent of Hampstead Heath that outlined the progress made with the Sports Projects and Programmes Board; specifically with regard to the development of a strategic partnership approach with the Lawn Tennis Association (LTA). Members were advised that the LTA would assist in the provision of a new online booking system, including a mobile app to be launched in May 2016, and support for the Heath's tennis coach. Staff would still be available on site to assist users unable to use an online system.

**RESOLVED – That:-**

- a) the progress made by the Sports Programme and Project Board be noted; and
- b) the partnership approach with the LTA be supported.

**6. SUPERINTENDENT'S UPDATE**

The Committee received a report of the Superintendent of Hampstead Heath that provided an update regarding the management and operational activities across the Heath since January 2016. The Superintendent provided some additional information regarding the following matters:-

**Planning**

- A California Bearing Rating (CBR) survey carried out in January 2016 showed that the road providing access to the Water House was not capable of receiving Heavy Goods Vehicle traffic, which would also cause damage to a veteran oak tree.
- The planning application for the Water House was due to be considered by the London Borough of Camden's Development and Control Committee in April or May 2016 and Planning Officers were expected to recommend that the application be refused.

**Events**

- A restoration plan for the Southern Counties Cross Country Championships, held on 30 January 2016, had been put in place.
- Problem areas along the route were being monitored carefully and new repair and recovery techniques involving de-compaction machinery were being looked into.
- The route would be incorporated into the next Committee walk of the Heath.
- In response to Members' concerns, the Superintendent advised that the possibility of additional funding from the event organiser for ground repair after the popular Cross Country events would be looked into.

## **Ponds**

- Works at the Kenwood Ladies' Bathing Pond were due to be completed by 30 April 2016.
- The Ladies' Pond would re-open and the Mixed Pond would return to a mixed male and female pond on 7 May 2016.

**RESOLVED** – That the Superintendent's update for March 2016 be noted.

### **7. HAMPSTEAD HEATH PONDS PROJECT PROGRESS REPORT**

The Committee received a joint report of the Superintendent of Hampstead Heath and the Ponds Project Director regarding the progression of the Hampstead Heath Ponds Project. The Superintendent provided the following updates:-

- Earthworks at the Model Boating Pond had recommenced following the recent better weather but they would now be subject to a three day delay whilst the archaeological monitoring was carried out by MOLA.
- One Alder tree had been removed by MBP to allow for the Kenwood Ladies' Pond building to be brought onto site.
- Desilting at Viaduct was halted due to debris in the pond so an excavator would be required to remove the debris before recommencing the desilting process.
- A legal matter with BAM Nuttall regarding the determination of responsibility for risk was currently going through litigation.
- Large warning signs had been placed along the concrete delivery route for the Kenwood Ladies' Bathing Pond at the request of the Community Working Group.

**RESOLVED** – That the progress of the Hampstead Heath Ponds Project be noted.

### **8. HAMPSTEAD HEATH MANAGEMENT PLAN REVIEW**

The Committee received a report of the Superintendent of Hampstead Heath regarding the development of the 2018-2028 Hampstead Heath Management Plan, which had received support from the Hampstead Heath Consultative Committee. Members noted that the Management Plan review process would also include a review of the wider engagement approach taken during the development of past Management Plans. A Member reminded Officers to engage with the Committee Members at an early stage of the process.

**RESOLVED** – That the report be noted.

### **9. HIGHGATE WOOD JOINT CONSULTATIVE COMMITTEE APPOINTMENT 2015/16**

No Member was able to stand so a vacancy on the Highgate Wood Joint Consultative Committee would remain until the 2016/17 appointment process in May 2016.

### **10. QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**

There were none.

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

There was none.

12. **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.

13. **NON-PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes of the meeting on 25 January 2016 be approved.

14. **CAFES - LEASE AWARD**

The Committee considered the Non-Public appendices of the report of the Superintendent of Hampstead that sought approval to the award of five three-year leases for Catering Services commencing 9 May 2016, which included exempt information likely to reveal the identity of individuals and relating to the financial and business affairs of any particular person or authority (in accordance with paragraphs 1 and 3 of Part I of Schedule 12A from the Local Government Act 1972).

After lengthy discussions and careful consideration, the Committee proceeded to vote on the award of each three-year lease in the order below. The Town Clerk reminded the Committee that the non-City Corporation Co-Opted Members were able to vote on matters relating to Hampstead Heath only, as per the Terms of Reference of the Hampstead Heath, Highgate Wood and Queen's Park Committee.

**RESOLVED** – That:-

- a) The award of a three-year lease of the Parliament Hill Lido Café to Company III be approved unanimously;
- b) The award of a three-year lease of the Queen's Park Café to Company II be approved unanimously;
- c) The award of a three-year lease of the Highgate Wood Café to Company I be approved by seven votes to four;
- d) The award of a three-year lease of the Parliament Hill Café to Company I be approved by eight votes to six, with one abstention; and
- e) The award of a three-year lease of the Golders Hill Park Café to Company I be approved by eight votes to six, with one abstention.

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

There were none.

16. **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 3.45 pm**

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Chairman

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

## HIGHGATE WOOD JOINT CONSULTATIVE COMMITTEE Wednesday, 13 April 2016

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, 13 April 2016 at 12.00 pm

### Present

#### Members:

Virginia Rounding (Chairman)  
Jeremy Simons (Deputy Chairman)  
Professor John Lumley  
Barbara Newman  
Stephanie Beer  
Marguerite Clark  
Peter Corley  
Councillor Gail Engert  
Councillor Bob Hare  
Lucy Roots  
Alison Watson  
Michael Hammerson

#### Officers:

Fern Aldous	- Town Clerk's Department
Jonathan Meares	- Highgate Wood & Conservation Manager
Bob Warnock	- Superintendent of Hampstead Heath

#### 1. APOLOGIES

Apologies were received from Jan Brooker (Highgate Conservation Area Advisory Committee)

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

There were no declarations of interest.

#### 3. MINUTES

**RESOLVED** – That the public minutes of the meeting held on 18 November 2015 be approved as an accurate record subject to the following amendment:

Item 5 “contractors would carry out spraying operations at the Wood in 2016” to be “contractors would carry out spraying operations at Hampstead Heath in 2016”

## **Matters Arising**

### **Park Champions**

Two members (Tree Trust for Haringey, London Borough of Haringey) volunteered for the Park Champions Scheme.

### **Conservation Management Plan**

- Officers reported that the level of detail and the prohibitive cost of a LIDAR survey would not make procuring it beneficial to the wood.
- It was felt that a detailed ground survey should first be carried out and a member (Highgate Society) agreed to make contact with Historic England to progress this.
- A member (London Borough of Haringey) also agreed to investigate the use of a 3D mapping system recently acquired by the Local Authority.
- The use of drones to survey the Wood was also discussed.

### **Water House Development**

It was confirmed that the London Borough of Camden had rejected a planning application for the site. It was noted that an appeal was likely.

## **4. SUPERINTENDENT'S UPDATE**

The Consultative Committee received a report of the Superintendent of Hampstead Heath providing an update on the management and operational activities in Highgate wood since November 2015.

Members discussed in detail the recent award of the café contract to the chain Benugo, the subsequent petition that had been received, and the decision by the winning bidder to withdraw from all three cafes. The Chairman confirmed that the petitions had focused on the Parliament Hill and Golders Hill Park cafes, with one of the main concerns expressed being the lack of input from local users in the tendering process. The Chairman stated that this would be addressed when the contracts were re-tendered; however it was agreed to be important that the views of those that did not currently use the café also be sought. A tenancy at will agreement was currently in place with the incumbents of the café and it was felt that the agreement would take around a year to finalise. It was confirmed that the other two contracts awarded for the cafes at Queens Park and the Hampstead Heath lido would be proceeding. Where previously the contract was offered as a package the new process would separate the cafes.

Members proceeded to note the following matters arising from the Superintendent's update:

### **Changes to Closing Times**

- The closing time of the Wood would be 9:15pm from 2 May 2016 to the beginning of August 2016 - notices of the change had been on display since February.
- Officers had emphasised to residents that the decision had been made for the safety of staff.

- Members discussed methods of ensuring that the wood was empty before the gates were closed including the pros and cons of installing a one way gate.

#### Proposal to Change Working Arrangements

Officers reported that both the informal and formal consultations on the proposed changes to working arrangements had taken place with implementation proposed for October 2016. All staff feedback had been taken into account. Members discussed the proposal to reallocate some weekend shifts, which although created a better work/life balance would result in a loss of unsocial hours payments.

#### Roman Kiln Project

- The meeting of the working group following the unsuccessful bid had been postponed as a clearer message needed to be developed on fundraising. A further meeting of the working group would be convened to discuss restarting the project.
- The reasons why the bid had failed were discussed including the lack of match funding. It was confirmed that the voluntary offer had been included in the bid.
- It was noted that the majority of the cost of the project was concerned with the renovation of the building due to house the kiln. Officers would investigate the possibility of splitting this off into a separate project.
- The position of Bruce Castle was discussed and it was felt they were not in a position to support the project financially.

#### Sustainability and Infrastructure

- Officers were consulting with the City Surveyor's Department on upgrading the heating system in the changing rooms. It was hoped the work would bring about a cost and energy saving.
- A member (London Borough of Haringey) proposed the use of a thermal heat store to cope with the issues arising from peak time usage
- It was hoped that money from the sale of equipment could be ring-fenced to finance the project.
- A new project proposing the replacement of the Onslow Gate was progressing. An Officer from the City Surveyor's department would be visiting the site to assess the scheme.

#### Woodland Conservation

- Members discussed the recent implementations of the storm protocol. It was agreed that the closures were justifiable and that the procedure should continue.
- It was confirmed that there were no tree swings in the wood.
- Detailed plans of the proposed new conservation area would be circulated to all members prior to being taken to the grand committee in May. Members expressed their approval in principle to the scheme, particularly emphasising their support for the use of "live" fencing.
- It was confirmed that work to the strip of land adjoining Muswell Hill Road would likely commence in around six months' time.

### Squirrels

Members discussed in detail the plans to control squirrels in the wood, as a consequence of the damage caused to the trees by bark stripping. It was felt that there were two viable options for population control; trapping and contraception.

**Trapping:** It was felt that traps which killed the squirrel inside the unit were preferable to those that would require human intervention. These could be placed in safe areas away from the public. The forestry commission would be approached on the best traps to use.

**Birth Control:** It was reported that previous trials of birth control had not been effective in the longer term. It was asked that a feasibility study be undertaken and the results be circulated to the Committee for approval.

It was acknowledged that the problem was urgent and that both pathways should be progressed in parallel.

### Volunteers

- The Committee wished their thanks to the Heath Hands volunteers be noted.

### Oak Decline and Regeneration

- The Wood Manager advised that mildew was the biggest threat to the oak trees. The sheltering of newly sprouted trees had proven successful in encouraging regeneration.

### Oak Processionary Moth

- OPM caterpillars had appeared in Richmond Park and officers were being vigilant for their appearance in the wood.
- Spraying of the trees would soon commence. The wood manager confirmed that this would be taking place at night and would not require the closure of the wood.
- Members requested that photographs of the moths and caterpillars were displayed in the information centre to inform the public to remain vigilant
- PhD students were undertaking a study into the natural control (by use of parasitic flies/woodpeckers) of the moths.
- Officers directed members to the forestry commission website <http://www.forestry.gov.uk/oakprocessionarymoth> for further details.

### Sports and Recreation

- The Wood manager reported that wet weather had led to the cancellation of a number of proposed games on the field. Low-level restoration work would be undertaken to improve the drainage in the area.
- A member (Highgate Society) suggested that sand could be added to the area outside of the café to improve the condition of the grass.



### Community and Events

- The Wood Manager reported that the Community Day would be taking place in late August or early September.
- It was suggested that the event be named the “Community Heritage Day” and this was supported by members.
- The inclusion of craft and educational stalls was being investigated.
- The joint walk between Queens Wood and Highgate Wood would be taking place on 13 July 2016 at 2:00pm, leaving from the information hut.

**RESOLVED** – That the Superintendent’s update report be noted.

5. **QUESTIONS**

There were no questions.

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

A member (Highgate Society) suggested that the signage to the café be improved.

7. **DATE OF NEXT MEETING**

**RESOLVED** – That the date of the next meeting to be held at 11:30am on 9 November 2016 be noted.

**The meeting ended at 1.25 pm**

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Chairman

**Contact Officer: Fern Aldous**  
**Fern.Aldous@cityoflondon.gov.uk**

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<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood and Queen's Park Committee	16 May 2016
<b>Subject:</b> Committee Appointments 2016/17	<b>Public</b>
<b>Report of:</b> Town Clerk	<b>For Decision</b>
<b>Report author:</b> David Arnold, Town Clerk's Department	

## Summary

The Committee is asked to consider its appointments to its Consultative and other City Corporation Committees for the next twelve months. Appointments made to the various Committees during 2015/16 are explained in the attached appendix.

## Recommendation(s)

Members are asked to consider:

- the Committee's 2016/17 appointments to the Hampstead Heath Consultative Committee, Highgate Wood Joint Consultative Committee, Queen's Park Joint Consultative Group, Keats House Consultative Committee, and the Open Spaces & City Gardens Committee;
- the appointment of two officially nominated representatives of local schools from the Friends of Salusbury School and the Ark Franklin Primary Academy to the Queen's Park Joint Consultative Group; and
- the additional appointment of an officially nominated representative of the Kensal Rise Residents' Association to the Queen's Park Joint Consultative Group.

## 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 membership of the Hampstead Heath Consultative Committee, which is set out in The London Government Reorganisation (Hampstead Heath) Order 1989, provides that it shall consist of the Chairman of the Hampstead Heath, Highgate Wood and Queen's Park 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 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, appointed annually.
4. 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 Group also consists of three local Councillors from the London Borough of Brent, two representatives from the Queen's Park Area Residents' Association, and one representative from the nearby Islamia School. The membership of the Queen's Park Joint Consultative Group and the Highgate Wood Joint Consultative Committee is not as strictly determined as the Hampstead Heath Consultative Committee.
5. This Committee agreed in May 2008 to increase the number of representatives from local schools on the Queen's Park Joint Consultative Group from one to two. The Group membership has comprised just one local schools representative since the local schools liaison resigned from the Group during 2015. The remaining local school's representative of the nearby Islamia School has not attended a Group meeting since November 2012 so has therefore been written to and asked to confirm her intention to continue as a Group member by 12 May 2016. An update regarding her response will be provided at the meeting if applicable.
6. In November 2015, the Chair of the Friends of Salusbury School attended to observe a Group meeting and has since applied to join the Group as a member representing the Friends of Salusbury School. Salusbury School is located on Salusbury Road and is a two minute walk from Queen's Park; its children and parents are regular users of the Park. It is therefore recommended that the official appointment of the representative from the Friends of Salusbury School be considered.
7. At the same Group meeting in November 2015, a representative of the Ark Franklin Primary Academy also attended to observe and has since applied to join the Group as a member representing the Academy. Ark Franklin Primary Academy is located on Harvest Road (at the Southern entrance to Queen's Park) and is a two minute walk from the Park; its children and parents are also regular users of the Park. It is therefore recommended that the official appointment of the representative from the Ark Franklin Primary Academy be considered.
8. A representative of the Kensal Rise Residents' Association also attended to observe the Group meeting in November 2015. She has since applied to join the Group as a member representing the Residents' Association. The appointment of a representative from the Kensal Rise Residents' Association, in addition to the two existing representatives from the Queen's Park Area Residents' Association, would help to increase attendance and improve the balance of interest at Group meetings. It is therefore recommended that the official appointment of the representative from the Kensal Rise Residents' Association be approved.

9. The City Corporation membership of the Keats House Consultative Committee currently includes representation from one Member of this Committee.
10. The City Corporation membership of the Open Spaces & City Gardens Committee currently includes representation from one Member of this Committee as an Observer.

## **Proposals**

11. That consideration be given to making the various appointments detailed above, from amongst the Committee membership.
12. That consideration be given to the appointment of representatives from the Friends of Salusbury School, Ark Franklin Primary Academy and Kensal Rise Residents' Association to the Queen's Park Joint Consultative Group.

## **Implications**

13. 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**

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

## **Appendices**

- Appendix 1: 2015/16 Committee appointments

## **David Arnold**

Committee and Member Services Officer  
Town Clerk's Department

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**2015/16 Appointments**

**Hampstead Heath Consultative Committee**

*City Corporation Members:*

Virginia Rounding (Chairman)

Jeremy Simons (Deputy Chairman)

**Highgate Wood Joint Consultative Committee**

*City Corporation Members:*

Virginia Rounding (Chairman)

Jeremy Simons (Deputy Chairman)

Prof. John Lumley

Barbara Newman

Vacancy

**Queen's Park Joint Consultative Group**

*City Corporation Members:*

Virginia Rounding (Chairman)

Jeremy Simons (Deputy Chairman)

Barbara Newman

Karina Dostalova

Vacancy

**Local representative to Open Spaces Committee**

John Beyer (Heath and Hampstead Society)

**Local representative to the Keats House Consultative Committee**

Jeremy Simons

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<b>Committee:</b>		<b>Date:</b>
Hampstead Heath, Highgate Wood and Queen's Park Committee	- For information	16 May 2016
Queens Park Joint Consultative Committee	- For information	21 June 2016
Hampstead Heath Consultative Committee	- For information	27 June 2016
Highgate Wood Joint Consultative Committee	- For information	9 November 2016
<b>Subject:</b> 2016 to 2019 Open Spaces Business Plan		<b>Public</b>
<b>Report of:</b> Director of Open Spaces		<b>For information</b>
<b>Report author:</b> Gerry Kiefer, Open Spaces		

## Summary

The report outlines to Members the Department's Business Plan for the period 2016 to 2019. The Plan emphasises the Department's vision and objectives as well as the open space's charitable objectives. The plan was agreed at the Open Spaces and City Gardens Committee on 18 April 2016.

The Business Plan details fifteen key action themes over a five year period that will deliver these departmental and charitable objectives. In order to manage performance, twenty four 'SMART' performance indicators have been proposed. This will enable the Department to show, over a three year period that it is working towards continuous improvement. A summary of the key actions and performance indicators is attached as appendix 1.

Acknowledging that the management of risk is a key factor for the Department, the departmental risk register has been reviewed and considered in the development and production of this Business Plan (appendix 2).

## Recommendation

Members are asked to:

- Note the Open Spaces 2016 – 2019 Business Plan.

### 1. Background

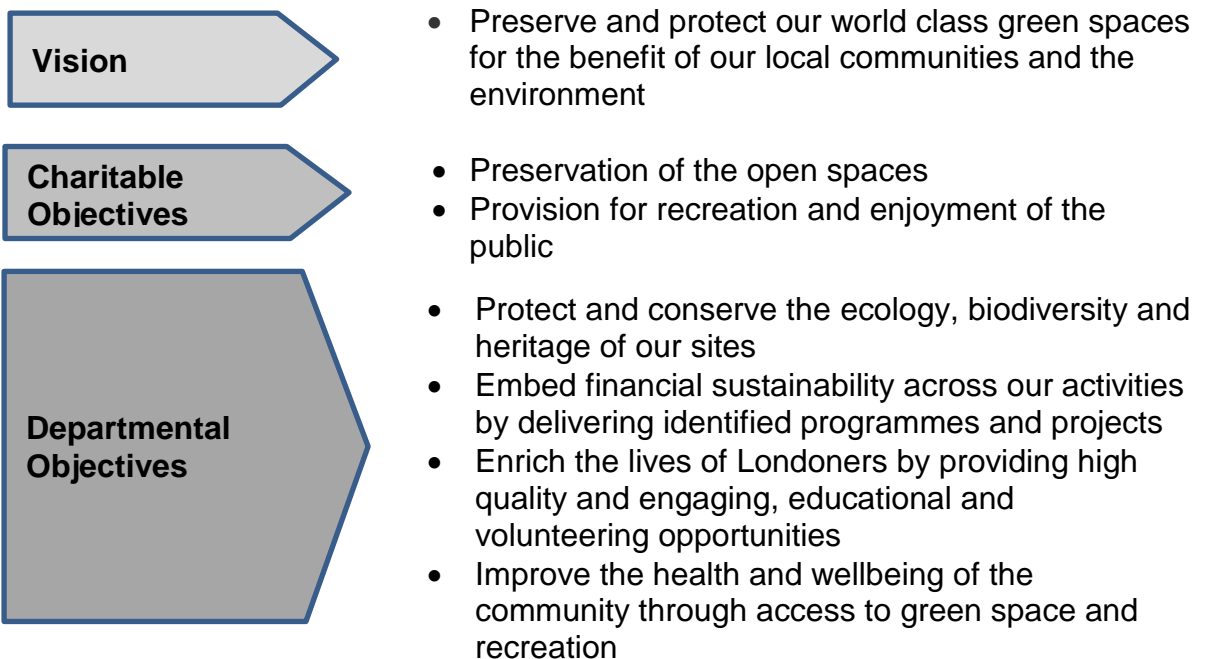
- 1.1. The City of London's Business Plans are developed at a Departmental level. These annual plans set out the Department's vision, objectives, actions and measures of achievement over a three to five year term.
- 1.2. The Business Plan recognises that Open Spaces provides services both as a local authority (City Gardens and the City of London Cemetery and Crematorium) and through its eight charitable trusts.
- 1.3. The Plan performs a number of functions for the Department. It helps inform our staff, other Departments, senior officers and Members about the range of services and activities that we will be delivering over the next three to five

years. It provides a useful background for new Members of staff and is a useful reference point for partners.

- 1.4. The 2015/18 Business Plan focussed on our themed Programmes and Projects to highlight the importance of cross departmental work in driving forward service improvement and delivering our Service Based Review savings. This approach has led to the start of a cultural transformation within the Open Spaces Department with officers beginning to work more collaboratively and supportively and openly sharing their knowledge, experience and skills across divisions and departments.

## **2. Current Position**

- 2.1. As our Programmes and Projects move into year two of delivery, this year's Business Plan brings attention to the considerable amount of significant 'other' work that is planned to take place across the Department.
- 2.2. The Business Plan details the Department's Vision, Departmental objectives and the charitable objectives. These inform and direct the work of the Department.



## **3. Proposals**

- 3.1. The key areas of work for the Department are identified within the Business Plan's Key Actions section (summarised in appendix 1 and provided in detail in appendix 3). The Key Actions identify the departmental objectives and details the three to five year actions to deliver the objectives, identifying key milestones, success measures, lead officers and partners and how these actions cross reference to the organisation's strategic aims and priorities. An additional objective to 'improve service efficiency and workforce satisfaction' is included together with relevant key actions.
- 3.2. Many of the key action themes relate to the whole department and Hampstead Heath, Highgate Wood and Queen's Park will play a part in helping to achieve these by delivering on specific actions including:

#### Key action theme a)

Continue to develop and implement strategies that direct the management of our open spaces – specifically:

- Develop, draft, consult and produce the Hampstead Heath management plan.

#### Key action theme b)

Develop and implement effective water management plans – specifically:

- Complete the Hampstead Heath Ponds Project.

#### Key action theme l)

Secure funding and partnerships to deliver improved sport and recreation opportunities at our open spaces – specifically:

- Refurbish tennis courts at Queens Park
- Successful partnership with the Lawn Tennis Association

3.3. A full list of the key actions is summarised in appendix one and provided in detail in appendix three.

3.4. In order to develop the service's performance management and strive for continuous improvement, twenty four Specific, Measurable, Achievable, Relevant and Time bound (SMART) Performance Indicators are proposed (summarised in appendix 1 and provided in detail in appendix 4). By setting targets for three years the Department will endeavour to sustain ongoing planned improvement, collect reliable baseline data where necessary to enable performance measurement, and make longer term improvements where annual measures are too limited.

3.5. A performance indicator for learning and development has not been included as there is currently no comprehensive process or system to capture the amount and/or benefit of training that staff receive. The Department will work with HR to develop a measure that is reliable, consistent and reflective of the Department's learning and development offer so that a new performance indicator can be included in the 2017/18 Business Plan.

## **4. Corporate & Strategic Implications**

4.1. The Business Plan identifies how the department's improvement activities will support the aspirations of the organisation, as reflected in the Corporate Plan. The key actions particularly support the organisation's core value of: Working in partnership.

4.2. Delivering the Business Plan will support the Corporation's strategic aims to:

- SA2 - Provide modern, efficient and high quality local services, including policing, within the Square mile for workers, residents and visitors
- SA3 - Provide valued services, such as education, employment, culture and leisure to London and the nation.

4.3. In addition it will deliver the key policy priorities: KPP2, KPP3, KPP4, and KPP5 as defined in the [Corporate plan](#).

## **5. Implications**

5.1. **Risk** - The risks associated with delivering this Business Plan have been considered. Risks are managed at a divisional level and will be reported to

Members in the summer. Those risks which cut across divisions and/or would have an impact which would be felt beyond the division are reported at a Departmental level. These Departmental risks are included within the Business Plan (appendix 2). There are currently ten Departmental risks and one Corporate risk:

**Departmental risks:**

- Ensuring the health and safety of staff, contractors and public
- Extreme weather
- Delivering the departmental Programmes and Projects
- Animal, plant and tree diseases
- Impact of housing / highways development
- Recruiting and retaining appropriately skilled staff
- Breaking Ground
- Water management
- Limited financial resources

**Corporate risk**

- Hampstead Heath Ponds

5.2. **Property** - Officers will continue to progress the outcome of the 2015/16 property asset review in collaboration with the City Surveyor to ensure that Open Spaces' assets are being used efficiently and effectively.

5.3. **Finance** - The Open Spaces 2015/16 Service Based Review identified that £2,189,000 savings would be made over three years. Savings of £699k have been achieved in year 1 (2015/16) and further savings of £721k and £769k are required in years two and three, respectively. Our Business Plan recognises this level of savings.

6. **Conclusion**

6.1. The Business Plan sets the direction for service delivery across Open Spaces over the next three to five years. It shows how we will deliver not only against our own objectives and vision but also those of the Corporation. We have carefully considered risk management in the process of developing our Business Plan and have set ourselves targets for continuous improvement.

**Appendices**

- Appendix 1 – Summary Key Actions and Performance Indicators
- Appendix 2 – Departmental Risk Register
- Appendix 3 – Detailed Key Actions
- Appendix 4 – Detailed Performance Indicators

**Background Papers**

A full copy of the Business Plan is available from the Members room and can be provided on request by Democratic Services officers.

**Gerry Kiefer**

Directorate Business Manager

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## **APPENDIX 1: SUMMARY BUSINESS PLAN**

<b>Open Space's Strategic Vision is to:</b>	<b>Preserve and protect our world class green spaces for the benefit of our local communities and the environment.</b>	
<b>Our Departmental Values are:</b>	<b>Quality:</b> <b>Inclusion:</b> <b>Environment:</b> <b>Promotion:</b> <b>People:</b>	Provide safe, secure and accessible Open Spaces and services for the benefit of London and the Nation. Involve communities and partners in developing a sense of place through the care and management of our sites. Deliver sustainable working practices to promote the variety of life and protect the Open Spaces for the enjoyment of future generations. Promote opportunities to value and enjoy the outdoors for recreation, learning and healthy living. Manage, develop and empower a capable and motivated work force to achieve high standards of safety and performance
<b>Our Charitable Objectives are:</b>	Preservation of the open spaces Provision for recreation and enjoyment of the public	
<b>Our Departmental Objectives are:</b>	<b>OSD1:</b> <b>OSD2:</b> <b>OSD3:</b> <b>OSD4:</b>	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 high quality and engaging educational and volunteering opportunities Improve the health and wellbeing of the community through access to green space and recreation
<b>Our Key Actions to achieve these departmental objectives are:</b>	<b>PROTECT AND CONSERVE THE ECOLOGY, BIODIVERSITY AND HERITAGE OF OUR SITES</b> <ul style="list-style-type: none"> <li>a) Continue to develop and implement strategies that direct the management of our open spaces</li> <li>b) Develop and implement effective water management plans</li> <li>c) Develop a long term Wanstead Park conceptual options plan</li> <li>d) Deliver the Kenley Revival project</li> <li>e) Achieve museum accreditation and develop arising opportunities</li> </ul> <b>EMBED FINANCIAL SUSTAINABILITY ACROSS OUR ACTIVITIES BY DELIVERING IDENTIFIED PROGRAMMES AND PROJECTS</b> <ul style="list-style-type: none"> <li>f) Deliver our Programmes and Projects, some of which will deliver departmental SBR savings</li> <li>g) Work with City Surveyors to deliver the outcome of the operational property assets review for realisation of income and reduction in revenue expenditure</li> <li>h) Actively engage in key corporate procurement opportunities</li> </ul>	

- i) Ensure sustainable provision of the Cemetery and Crematorium service

**ENRICH THE LIVES OF LONDONERS BY PROVIDING HIGH QUALITY AND ENGAGING, EDUCATIONAL AND VOLUNTEERING OPPORTUNITIES**

- j) Embed the new Learning Programme across the Department
- k) Develop volunteering across our sites

**IMPROVE THE HEALTH AND WELLBEING OF THE COMMUNITY THROUGH ACCESS TO GREEN SPACE AND RECREATION**

- l) Work with partners to create open spaces within the boundary of the City of London
- m) Secure funding and partnerships to deliver improved sport and recreation opportunities and facilities at our open spaces.

In addition to delivering these departmental objectives we will also deliver actions to:

**IMPROVE SERVICE EFFICIENCY AND WORKFORCE SATISFACTION**

- n) Ensure the health and welfare of our skilled and motivated staff
- o) Make more effective use of IT and adopt 'smarter' ways of working

## SUMMARY PERFORMANCE INDICATORS

Our Performance Indicators have been identified over a three year period to drive continuous improvement and recognise the timescales sometimes required to see transformation. NB: For details regarding the targets for these PI's please see appendix 4.

**PROTECT AND CONSERVE THE ECOLOGY, BIODIVERSITY AND HERITAGE OF OUR SITES**

1. Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019.
2. Retain 12 green heritage awards and increase this to 13 sites by 2018/19.

**EMBED FINANCIAL SUSTAINABILITY ACROSS OUR ACTIVITIES BY DELIVERING IDENTIFIED PROGRAMMES AND PROJECTS**

3. Achieve our Departmental net local risk budget.
4. Increase our market share of burials in relation to the Cemetery and Crematorium's seven neighbouring Borough's.
5. Increase the number of burials.
6. Increase the number of cremations.
7. As a minimum, achieve local risk Cem & Crem income target.

8. Reduce utility consumption.  
9. Reduce fuel consumption.  
10. Increase electricity generation.

**ENRICH THE LIVES OF LONDONERS BY PROVIDING HIGH QUALITY AND ENGAGING, EDUCATIONAL AND VOLUNTEERING OPPORTUNITIES**

11. Increase the percentage of Learning Programme participants who are more knowledgeable about the natural history of our open spaces.  
12. Increase the percentage of new participants in the Learning Programme who report their intention to visit our open spaces with their families.  
13. Increase the percentage of Learning Programme participants who are from Black and Minority Ethnic Groups or under-represented groups.  
14. Increase the amount of supported volunteer work hours.  
15. Increase the amount of unsupported volunteer work hours.

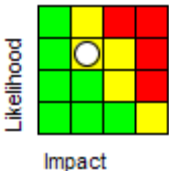
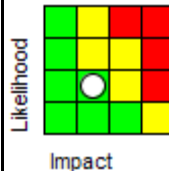

**IMPROVE THE HEALTH AND WELLBEING OF THE COMMUNITY THROUGH ACCESS TO GREEN SPACE AND RECREATION**

16. Increase the amount of tennis played across our sites.  
17. Increase the amount of football played across our sites.  
18. Increase the number of golf visits at Chingford Golf Course.  
19. Increase the percentage of customers surveyed as part of the 60 second survey or similar that stated the 'overall rating' of the open space as 'very good or excellent'.  
20. Increase the number of 'visitors' to the Open spaces webpages.

**IMPROVE SERVICE EFFICIENCY AND WORKFORCE SATISFACTION**

21. Increase the percentage of H&S accidents that are investigated within 14 days.  
22. Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence.  
23. Reduce the average number of FTE working days lost per FTE due to long term sickness absence.  
24. Increase the percentage of Open Spaces staff who state they are at least satisfied with their workplace in the annual staff wellbeing survey.

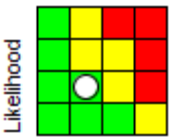
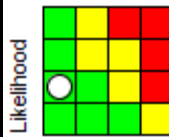

## Appendix 2: DEPARTMENTAL RISK REGISTER

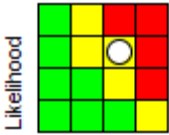
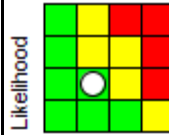
Risk no, Title, Owner		Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD 001</b> <b>Ensuring the Health &amp; Safety of staff, contractors and public</b>  Sue Ireland		<p><b>Causes:</b> Poor understanding 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; contractors not complying with procedures and processes</p> <p><b>Event:</b> Staff or contractors undertake unsafe working practices</p> <p><b>Impact:</b> Injury or death of a member of the public, staff, or a contractor</p>		6		4	01-Aug-2017	          Decreased Risk Score
Action no, Title, Owner		Description			Managed By		Due Date	
OSD 001 an annual cycle of H&S audits		H&S leads carry out annual divisional self-assessment audits which are then validated via site visits by H&S leads from other divisions every other year. The outcomes are reported to the Quarterly H&S Group and the OS&CG Committee annually. The process is supported by set-up meetings at the start of the cycle and a feed-back meeting after the validation visits to review lessons learnt and departmental issues for escalation. Local Improvement Plan actions from previous audit followed up by divisional management teams. The process both supports officers in their divisional roles through shared good practice and provides assurance of continuous improvement.			Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock		01-Apr-2017	
OSD 001 b Monitoring & review of incidents and accidents		Summary of incident details, actions taken and lessons learnt reviewed at the departmental Quarterly H&S Group. Annual statistics sent to the Open Spaces & City Gardens Committee and shared with the departmental H&S Group			Technical Manager		01-Apr-2017	
OSD 1 c Risk Assessments		Generic RA produced by a departmental working group of H&S leads, for guidance and consistency. Local H&S risk registers maintained by divisions and RA produced locally for tasks undertaken based on generic RA and local factors. The RA incorporate a dynamic element where appropriate in response to variable conditions. The RAs are then used to generate Safe Systems of Work as generic documents for the department subject to local amendment for divisional requirements where necessary.			Technical Manager		01-Apr-2017	
OSD 1 d Best practice shared through quarterly H&S Group		Meeting chaired by the Director and with a high level of support from Central H&S officers (TC and CS Departments), with all OS divisions represented,			Technical Manager		01-Apr-2017	

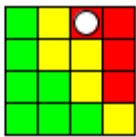
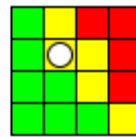


	results in good communication of key information and early highlighting of issues.		
OSD 1 e Review of safe systems of work	Reviews are undertaken annually and following every incident / accident by divisions and where appropriate the generic documents are reviewed by the Risk Assessment Group.	Technical Manager	01-Apr-2017
OSD 1 f Member challenge of H&S management	Annual report on Health & Safety to Open Spaces and City Gardens	Technical Manager	01-Apr-2017

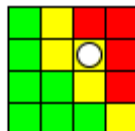

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD 002</b> <b>Extreme weather</b> Due Ireland	<p><b>Causes:</b> Severe wind, prolonged heat, heavy snow, heavy rainfall – potential to increase with climate change</p> <p><b>Event:</b> Severe weather at one or more site</p> <p><b>Impact:</b> <b>Service</b> capability disrupted, incidents increase demand for staff resources to respond to maintain public and site safety. temporary site closures; increased costs for reactive management. Strong winds cause tree limb drop, prolonged heat results in fires, snow disrupts sites access, rainfall results in flooding and impassable areas. Damage/loss of rare/fragile habitats and species. Risk of injury or death to staff, visitors, contractors and volunteers. Damage to property and infrastructure.</p>	 Likelihood Impact	12	 Likelihood Impact	6	31-Mar-2019	↔  No change
Action no, Title, Owner	Description			Managed By		Due Date	
OSD 2 a Proactive response to weather warnings	Alerts issued to staff, communication at sites and via social media around potential impacts. Storm monitoring and management and closure policies across all sites			Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock; Gary Burks		Review 6 monthly	
OSD 2 b Review of site emergency plans	Site emergency plans reviewed annually and following incidents if appropriate			Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock; Gary Burks		Review 6 monthly	
OSD 2 d Planting choices	Consider impacts of climate change when considering plants to purchase - tree canopy, annual bedding vs herbaceous perennials			Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock; Gary Burks		Review 6 monthly	

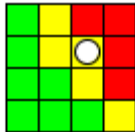


Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD 003</b> <b>Delivering the Departmental Road Map Projects and Programmes</b>  Sue Ireland	<b>Causes:</b> Lack of appropriate skill sets to deliver projects; cultural resistance; initial scoping of project outcomes and timescales inaccurate <b>Event:</b> Department is unable to deliver its roadmap projects and programmes in agreed timescales or achieve agreed outcomes <b>Impact:</b> Alternative savings undertaken which may not be consistent with achieving cultural change or improving outcomes.	 Likelihood Impact	4	 Likelihood Impact	2	31-Mar-2018	  Decreased Risk Score
Action no, Title,	Description	Managed By				Due Date	
OSD 3 a Departmental Roadmap	Roadmap sets out departmental projects and key corporate projects with timescales and RAG status	Directorate Business Manager				31-Mar-2018	
OSD 3 b Opportunity Outlines	All roadmap projects start with an opportunity outline	Sue Ireland				01-Apr-2016	
OSD 3 c Departmental training	Training for the Departmental Management Team and their direct reports	Directorate Business Manager				30-Mar-2016 and when required	
OSD 3 d Year One review	Review and implement the actions arising from the year one Programmes and Projects Review	Directorate Business Manager; Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock; Gary Burks				30 June 2016	
OSD 3 e Resistance to change	Careful consideration of level of community and consultative committee engagement to inform changes to operational delivery which may otherwise result in resistance from the public and Members. Improve COL messaging in relation to need to make changes to operational management of sites to improve the efficiency and financial effectiveness of the open space thus avoiding negative public relations and adverse media.	Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock; Gary Burks; Directorate Business Manager;				31-Mar-2018	

Risk no, Title, Owner		Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD 004 Poor Repair and Maintenance of buildings</b>  Sue Ireland		<b>Causes:</b> Inadequate planned and/or reactive maintenance; failure to identify and communicate maintenance issues  <b>Event:</b> Fail to meet statutory regulations and checks. Operational, OS residential or public buildings deteriorate to unusable/unsafe condition.  <b>Impact:</b> Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance and lack of budget to replace. Delay will have operational impact. Poor condition of Assets, loss of value.	 Likelihood Impact	12	 Likelihood Impact	4	31-Mar-2019	↔  No change
Action no, Title		Description			Managed By		Due Date	
OSD4 a Engage in corporate process of rationalising operational property		Part of the cross cutting corporate review. OS progressing outcomes of the operational property review			Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock		Review regularly	
OSD4 b Asset lists to be reviewed		Each superintendent to review their asset list and agree changes			Sue Ireland; Directorate Business Manager		01-Apr-2017	
OSD4 c Improve communication with CS MITIE client officers		Regular meetings held between CS client officers and OS site staff to discuss and raise concerns re BRM performance. Regular asset inspection. CS attend SMT monthly where issues escalated.			Directorate Business Manager		01-Jul-2017	
OSD4 d Input into development of new Building repairs and maintenance contract		Each OS division has a representative on the BRM customer working group. SLT receive feedback from BRM customer working group meetings. Business Manager attends Facilities Services Category Board at which BRM is one of the categories.			Gary Burks; Directorate Business Manager		01-Jul-2017	

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD 005</b> <b>Animal, Plant and Tree Diseases</b>  Sue Ireland	<p><b>Causes:</b> Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; 'natural' spread of pests and diseases from neighbouring areas.</p> <p><b>Event:</b> Sites become infected by animal, plant or tree diseases e.g. Oak Processionary Moth (OPM ), foot and mouth, Massaria, Ash Die Back, <i>Salmonella</i> (DT 191a), Leaf Miner Moth</p> <p><b>Impact:</b> Service capability disrupted, public access to sites restricted, animal culls, tree decline, reputational damage, increased cost of monitoring and control of invasive species, risk to human health from OPM or other invasives, loss of key native species, threat to existing conservation status of sites particularly those with woodland habitats. invasives</p>	 Likelihood Impact	16	 Likelihood Impact	6	31-Mar-2019	↔  No change

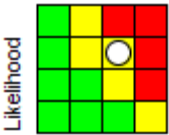
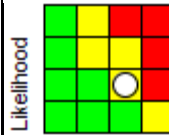

Action no, Title,	Description	Managed By	Due Date
OSD5 a Monitoring Programmes	Lackey/Brown Tail/Oak Processionary/Gypsy Moth monitoring programmes in place. Pilot treatments of Horse Chestnut infected with Leaf Miner Moth at EF.	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	Review 6 monthly
OSD5 b Treatment of any OPM sites	Treatment will be depend on lifestyle of the OPM but to be undertaken as early as possible. Pheromone traps in place for OPM.	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	Review 6 monthly
OSD5 c Cattle biosecurity	Movement of cattle to be controlled to reduce risk of disease	Andy Barnard; Paul Thomson	Review 6 monthly
OSD5 d Plant and tree procurement	Sourcing to be controlled to minimise spread of disease	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	Review 6 monthly
OSD5 e Engagement with leading partners	Active involvement with leading partners such as Forestry Commission and Natural England. Membership of relevant forums to keep knowledge updated	Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock	Review 6 monthly
OSD5 f Relevant training	Staff trained and have specialist subject knowledge. Biosecurity measures are in place across the Division for staff, volunteers and contractors	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	Review 6 monthly

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
<div>OSD 006</div> <div>Impact of Housing / Highways Development</div> <div>Sue Ireland</div>	<div><b>Cause:</b> 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 or carry out necessary monitoring/research, lack of partnership working with Planning Authorities</div> <div><b>Event:</b> Major development near an open space</div> <div><b>Impact:</b> Increase in visitor numbers, permanent environmental damage to plants, landscape and wildlife, air and light pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs, potential for encroachment.</div>	<div><div>Likelihood</div><div></div><div>Impact</div></div> <div>12</div>	<div><div>Likelihood</div><div></div><div>Impact</div></div> <div>6</div>	31-Mar-2019	<div>↑</div> <div>Increased Risk Score</div>		
Action no, Title		Description			Managed By		Due Date
OSD 6 a Proactive responding to planning applications		Superintendents and their teams monitor local planning applications and respond to those which may impact upon the City's open spaces.			Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock		Review 6 monthly
OSD 6 b Engagement in Local Development Plan process		Engagement and close partnership working with neighbouring planning authorities as local planning policy documents are revised to lobby for enhanced protection of open spaces sites and their environs			Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock		Review 6 monthly
OSD 6 c Impact monitoring		Active monitoring of pollution, visitor numbers (where possible), environmental impacts. Ground renovation works planned to alleviate compaction issues.			Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock		Review 6 monthly

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator
<b>OSD 007</b> <b>Recruiting and retaining appropriately skilled staff</b>	<b>Cause:</b> Failure to provide attractive employment prospects for skilled staff.  <b>Event:</b> Staff capacity greatly reduced as skilled workers move to other fields.  <b>Impact:</b> Reduced capacity, decline in quality of work, reduced ability to deliver core responsibilities, staff motivation declines.	 Likelihood	12	 Likelihood	2	01-Apr-2017	

Page 34

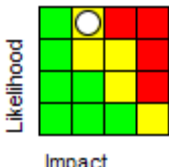
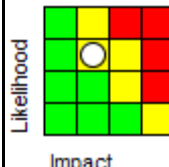

Sue Ireland							Decreased Risk Score
Action no, Title		Description			Managed By		Due Date
OSD 7 a Diversity networks		Staff encouraged to join and engage with their peers across the City			Sue Ireland		Review 6 monthly
OSD 7 b Implementing IIP Review outcomes		IIP used as a process of continuous improvement			Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock		31-Mar-2017
OSD 7 c Training Plans		Training plans developed at divisional and departmental level to ensure that staff are appropriately trained to carry out their duties in a safe and effective manner and to identify shared training needs and opportunities			Directorate Business Manager		30-June-2017
OSD 7 d Succession planning		Work with HR to develop staff development planning and succession plans. Workforce development plan being finalised and then to be implemented (16/17) Consider opportunities for additional apprenticeships			Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock		31-Mar-2017
OSD 7 e PDR process		Utilisation of the PDR process to set clear objectives and behaviours, monitor progress and review outcomes			Andy Barnard; Gary Burks; Directorate Business Manager; Martin Rodman; Paul Thomson; Bob Warnock		01-May-2016
OSD7 f Autonomy of Chief Officers to aid recruitment and retention		Corporate review of practices associated with appraisals and recruitment			Sue Ireland;		31-Mar-2017

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Target Risk Rating & Score	Target Date	Current Risk score change indicator
<b>OSD 008 Breaking Ground</b>  Sue Ireland	<b>Cause:</b> Unmapped hazardous underground infrastructure such as electric cables, gas, oil or water. Exposure to unexploded ordnance, etc.  <b>Event:</b> Digging or insertion below ground on our sites  <b>Effect:</b> Danger of electrocution, flooding, explosion or pollution resulting in major injury, fatality or service disruption.	 Likelihood Impact 12	 Likelihood Impact 8	31-Mar-2017	  No change

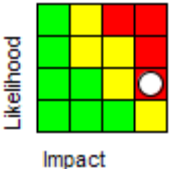
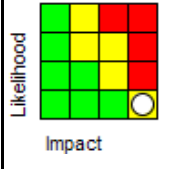

Action no, Title, Owner	Description	Managed By	Due Date
OSD 008 a New procedures and permit to work system being implemented	Permit to work system for contractors trialled and implemented at Epping Forest, being rolled out at other sites over the next year.	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	31-Mar-2017
OSD 008 b Training and Awareness for Staff / Contractors of Risks	Ongoing training action to be overseen by OS Technical Manager.	Technical Manager; Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	Review 6 monthly

Page 35

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Target Risk Rating & Score		Target Date	Current Risk score change indicator	
OSD 009 Water Management  Sue Ireland	<p><b>Causes:</b> Inadequate design, insufficient prescribed maintenance, leaks compromising dam integrity, failure to implement Panel Engineer's Recommendations, failure to keep dams clear of vegetation; failure to evaluate large water body capacities; disputed ownership/responsibility</p> <p><b>Event:</b> Severe rainfall event resulting in overtopping of embankments, leading to erosion and potential collapse</p> <p><b>Impact:</b> Loss of life. Damage to downstream land/property. Litigation. Risk of prosecution. Damage to/loss of habitat and associated rare species. Reputational harm.</p>	<div>Likelihood</div> <div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div> <div>Impact</div>	8	<div>Likelihood</div> <div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div><div><div></div><div></div><div></div><div></div></div></div> <div>Impact</div>	4	31-Mar-2019	<div>↔</div>  No change	
Action no, Title		Description				Managed By		Due Date
OSD 9 a Regular monitoring		Biannual Panel Engineer Inspections of 5 Large Raised Reservoirs (LLR) and 3 Monitored Sub-LRRs @ Epping Forest. Internal inspection regimes/condition assessments undertaken.				Andy Barnard; Paul Thomson; Bob Warnock		Review 6 monthly
OSD 9 b Improvement works identified		Scoping evaluations underway for Baldwins Pond and Birch Hall Park Pond Eagle Pond outward dam toe to be surveyed. Temporary overflow fitted to Birch Hall Pond to stop risk of overtopping. Options costed and Gateway 4 report drafted Highams Park Lake Dam LRR completed 2015/16				Andy Barnard; Paul Thomson; Bob Warnock		Review 6 monthly

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Target Risk Rating & Score	Target Date	Current Risk score change indicator
<b>OSD 010</b> <b>Limited financial resources</b>  Sue Ireland	<b>Cause:</b> limitations of local risk budget, pressure for limited resources from other COL departments, inability to provide match funding to attract external resources  <b>Event:</b> Failure to deliver OS Business Plan. Inability to address actions identified within the risk register.  <b>Effect:</b> Failure/reduced ability to deliver quality services to the public,	 Likelihood Impact	 Likelihood Impact	31-Mar-2019	  No change

Action no, Title	Description	Managed By	Due Date
OSD 10 a Maximise external funding opportunities	Identify and apply for external funding. Maximise opportunities for funding for charitable elements of the Department. Develop partnerships to maximise opportunities. Funding Board established to co-ordinate, steer funding applications.	Directorate Business Manager	31-Mar-2017
OSD 10 b Capital funding need identified	Costed options developed. Gateway submissions made for identified projects.	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	31-Mar-2017
OSD 10 c Increase Income	Identify opportunities for increasing income through new opportunities or by reviewing existing fees and charges	Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	31-Mar-2017
OSD 10 d Improve efficiency	Use Programmes and Projects to identify opportunities for improved efficiency of service delivery	Directorate Business Manager; Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	31-Mar-2017

Risk no, Title, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score	Target Risk Rating & Score	Target Date	Current Risk score change indicator
<b>CORPORATE RISK 11</b>  Hampstead	<b>Cause:</b> The earth dams on Hampstead Heath are vulnerable to erosion caused by overtopping  <b>Event:</b> Severe rainfall event which causes erosion which results in breach, leading to failure of one or more dams	 Likelihood Impact	 Likelihood Impact	31-Oct-2016	  No change



<b>Heath Ponds - overtopping leading to dam failure</b>  Sue Ireland; Paul Monaghan	<b>Impact:</b> 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.								No change
	The Ponds Project has been 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								
Action no, Title		Description						Managed By	Due Date
CR11 a Project Director to review budget monthly with Project Board - specific consideration of use of risk contingency		Regular monitoring of budget and risk provisions						Paul Monaghan	31-Oct-2016
CR11 b Agreement of methods of working with utilities		Agreement of methods of working with utilities - achieved						Paul Monaghan	31-Oct-2015
CR11 c Site supervision by DBE and OS to ensure appropriate H&S procedures		Regular review of H&S and working practices - in particular movement of vehicles						Paul Monaghan	31-Oct-2016
CR11 d Liaison Officer to engage proactively through site notices, media, electronic communications, PPSG and CWG		Liaison Officer role defined by planning conditions in respect of CWG, but will undertake broader community engagement role						Paul Monaghan; Bob Warnock	31-Oct-2016
CR11 f Daily ecological monitoring by BAM and Heath staff to check for nesting birds		As per planning consent and conditions						Paul Monaghan	31-Oct-2016
CR11 g Weekly site meetings to secure clear communication between OS, DBE and BAM		To secure clear understand of impact on the Heath, resolution of any issues, discussion of complaints						Paul Monaghan; Bob Warnock	31-Oct-2016
CR11 h Resolution of issues with adjoining land owners		There are 4 different adjoining landowners who the City is engaging with. The land ownership will be resolved according to the specifics of each case - via transfer, access agreements or registration as co-undertakers with the EA.						Paul Monaghan	31-Oct-2015
CR11 i Approval of designs for Highgate 1		The design approved for Highgate No. 1 impacts on another landowner. Discussions as to an acceptable alternative have been progressing. Any change will require planning permission.						Paul Monaghan	31-Oct-2015

## City of London Corporation Risk Matrix

Note: A risk score is calculated by assessing the risk in terms of likelihood and impact. By using the likelihood and impact criteria below (top left (A) and bottom left (B) respectively) it is possible to calculate a risk score. For example a risk assessed as Unlikely (2) and with an impact of Serious (2) can be plotted on the risk scoring grid, top right (C) to give an overall risk score of a green (4). Using the risk score definitions bottom right below, a green risk is one that just requires actions to maintain that rating.

### Likelihood criteria

	Rare (1)	Unlikely (2)	Possible (3)	Likely (4)
<b>Criteria</b>	Less than 10%	10 – 40%	40 – 75%	More than 75%
<b>Probability</b>	Has happened rarely/never before	Unlikely to occur	Fairly likely to occur	More likely to occur than not
<b>Time Period</b>	Unlikely to occur in a 10 year period	Likely to occur within a 10 year period	Likely to occur once within a one year period	Likely to occur once within three months
<b>Numerical</b>	Less than one chance in a hundred thousand (<10-5)	Less than one chance in ten thousand (<10-4)	Less than one chance in a thousand (<10-3)	Less than one chance in a hundred (<10-2)

### Impact Criteria

Impact Title	Definitions
<b>Minor (1)</b>	Service delivery/performance: Minor impact on service, typically up to one day. Financial: financial loss up to 5% of budget. Reputation: Isolated service user/stakeholder complaints contained within business unit/division. Legal/statutory: Litigation claim or find less than £5000. Safety/health: Minor incident including injury to one or more individuals. Objectives: Failure to achieve team plan objectives.
<b>Serious (2)</b>	Service delivery/performance: Service disruption 2 to 5 days. Financial: Financial loss up to 10% of budget. Reputation: Adverse local media coverage/multiple service user/stakeholder complaints. Legal/statutory: Litigation claimable fine between £5000 and £50,000. Safety/health: Significant injury or illness causing short-term disability to one or more persons. Objectives: Failure to achieve one or more service plan objectives.
<b>Major (4)</b>	Service delivery/performance: Service disruption > 1 - 4 weeks. Financial: Financial loss up to 20% of budget. Reputation: Adverse national media coverage 1 to 3 days. Legal/statutory: Litigation claimable fine between £50,000 and £500,000. Safety/health: Major injury or illness/disease causing long-term disability to one or more people objectives: Failure to achieve a strategic plan objective.
<b>Extreme (8)</b>	Service delivery/performance: Service disruption > 4 weeks. Financial: Financial loss up to 35% of budget. Reputation: National publicity more than three days. Possible resignation leading member or chief officer. Legal/statutory: Multiple civil or criminal suits. Litigation claim or find in excess of £500,000. Safety/health: Fatality or life-threatening illness/disease (e.g. mesothelioma) to one or more persons. Objectives: Failure to achieve a major corporate objective.

### Risk Scoring Grid

		Impact			
Likelihood	X	Minor (1)	Serious (2)	Major (4)	Extreme (8)
	Likely (4)	4 Green	8 Amber	16 Red	32 Red
	Possible (3)	3 Green	6 Amber	12 Amber	24 Red
	Unlikely (2)	2 Green	4 Green	8 Amber	16 Red
	Rare (1)	1 Green	2 Green	4 Green	8 Amber

### Risk Definitions

<b>RED</b>	Urgent action required to reduce rating
<b>AMBER</b>	Action required to maintain or reduce rating
<b>GREEN</b>	Action required to maintain rating

This is an extract from the City of London Corporate Risk Management Strategy, published in May 2014

## **APPENDIX 3 – KEY ACTIONS: 2016 to 2021**

This appendix shows our key actions over the next five years and how they link to the [Corporate Plan's](#) strategic aims and key policy priorities as well as our [Departmental objectives and values](#). Please see key at bottom of tables.

<b>Departmental Objective 1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites</b>							
<b>Action to deliver objective</b>	<b>Detail</b>	<b>Key Milestones</b>	<b>Measures of Success</b>	<b>Lead &amp; partners</b>	<b>Comm</b>	<b>Department Values</b>	<b>Link to Corp' Plan</b>
<b>a) Continue to develop and implement strategies that direct the management of our open spaces</b>	Development, drafting, consultation and final production of a range of management plans and strategies across the service.	Epping Forest Management Plan to committee for approval – Mid 2017	Epping Forest Management Plan actions being implemented	Epping Forest (EF) Project Officer	EFCC	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
		West Ham Park Management Plan 2018 - 2022 to Committee for approval - Dec 2017	West Ham Park Management Plan actions being implemented  Achieve SBINC status for West Ham Park 2018/19	West Ham Park (WHP) Manager WHP Friends group London Borough Newham	WHPC	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
		City Gardens Management Plan 2017 – 2021 to committee for approval – April 2017	City Gardens Management Plan actions being implemented	City Gardens (CG) Manager	OSCG	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
		City of London Open Spaces Strategy (SPD) 2020-2025 to committee for approval – April 2020	City of London Open Spaces Strategy being implemented	Planning Officers  CG Manager	OSCG	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
		Bunhill Fields Burial Ground Management Plan to Committee for approval – April 2020	Bunhill Fields Burial Ground Management Plan actions being implemented	CG Manager	OSCG	Quality Inclusion Environment Promotion People	KPP 3 KPP 5

Page 40

Departmental Objective 1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites							
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
		Cemetery and Crematorium Conservation Management Plan to Committee for approval – 2017/18	Cemetery and Crematorium Conservation Management Plan actions being implemented	Cem & Crem Superintendent	PH	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
		Stoke Common Management Plan to Committee for approval – 2018	Stoke Common Management Plan actions being implemented	Conservation Officer	EFCC	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
		Hampstead Heath Management Plan to committee for approval – Spring 2018	Hampstead Heath Management Plan actions being implemented	NLOS Project Officer	HH	Quality Inclusion Environment Promotion People	KPP 3 KPP 5
b) Develop and implement effective water management plans	Complete the Hampstead Heath Ponds Project	Engineering works completed – Oct 16	Works completed on time and on budget: £21,198,475	Bam Nuttal NLOS Superintendent Ponds Project Director Highgate Wood & Conservation & Trees Manager	HH	Quality Environment	KPP 4
		Planting and landscaping works completed – Oct 2017					
	Progress delivery of the Burnham Beeches pond embankments project	<ul style="list-style-type: none"><li>Consultants engaged to conduct biological survey – 2016/2017 Funding routes identified – 2016/17</li><li>Funding secured 2016 to 2019</li></ul>	<ul style="list-style-type: none"><li>Funding secured</li><li>Embankments works delivered to the required standard within budget</li></ul>	Conservation Officer	EFCC	Quality Environment	SA 3
c) Develop a long-term Wanstead Park conceptual	To identify and prioritise opportunities for capital investment and potential changes in management to conserve, and/or	<ul style="list-style-type: none"><li>Conceptual options plan – Autumn 2017</li><li>Stakeholder consultation – Autumn 2017</li></ul>	Committee approval received at appropriate stages.  Direct works programme	EF Operations team  Built Environment	EFCC	Quality Environment	SA3  KPP 3 KPP5

Departmental Objective 1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites							
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
options plan	restore many aspects of Wanstead Park	<ul style="list-style-type: none"> <li>Funding strategy – Autumn 2017</li> <li>Project consultants engaged – Autumn 2017</li> <li>Internal improvement works plan implemented – Autumn 2017</li> <li>Funding obtained - 2019</li> <li>Hydrological and other monitoring activity established - 2019</li> <li>Capital and maintenance works plan prepared - 2019</li> <li>Major capital works tendered and contractors appointed - 2019</li> </ul>	<p>initiated.</p> <p>Conceptual Options plan agreed</p> <p>Costed capital and maintenance works plan agreed</p> <p>Funding secured</p> <p>Major capital works contractors appointed</p>				
<b>d) Deliver the Kenley Revival project</b>	To conserve the heritage associated with Kenley Airfield and inspire people to learn about, and engage with, the heritage.	<p>Capital conservation works commence June and finish September 2017.</p> <p>Project completion - February 2019.</p>	<p>Structures conserved and removed from the Heritage At Risk Register.</p> <p>10,600 hours of volunteering.</p> <p>Number of visits increased by 19,000 above year 1 baseline.</p>	<p>Head Ranger</p> <p>Kenley Airfield Friends Group</p> <p>Historic England.</p>	EFCC	Quality Inclusion Environment Promotion	SA3 KPP 5
<b>e) Achieve museum accreditation</b>	Submit full Museum Accreditation application to Arts Council England for The View (Epping	Museum Accreditation Submission – end May 2016	<p>Achieve museum accreditation status</p> <p>Visitor Attraction Quality</p>	<p>FCO: Heritage and Interpretation</p> <p>Head of Visitor</p>	EFCC	Promotion Quality	SA3 KPP 5

Departmental Objective 1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites							
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
and develop opportunities arising	Forest Collection)  Complete collections rationalisation programme Quantify visitor experience aspects of the museums accreditation	Inventory and condition reports completed – March 2019	Assurance Scheme awarded for The View	Services			

Departmental Objective 2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects							
Action to deliver objective	Detail	Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
<p>Page 42</p> <p><b>Deliver our Programmes and Projects, some of which will deliver departmental SBR savings</b></p>	<p>Develop and deliver and our Programmes and Projects:</p> <ul style="list-style-type: none"> <li>Learning Programme</li> <li>Sports Programme</li> <li>City of London Corporation (Open Spaces) Bill</li> <li>Promoting Our Services Programme</li> <li>Energy Efficiency Programme</li> <li>Fleet and Equipment Review Programme</li> <li>Wayleaves Programme</li> <li>Lodges Review Programme</li> <li>Car Parks Programme</li> <li>Café's Programme</li> <li>Funding Programme</li> </ul>	<p>Highlight reports to SLT monthly</p> <p>Quarterly reports at OP &amp; CG, WHP, EF&amp;CC, HH,HW&amp;QP committees.</p> <p>'Four monthly' reports to Port Health and Environmental Services Committee</p> <p>Sept and Jan budget meetings</p> <p>Financial Year End.</p>	<p>Greater officer cross divisional /departmental working, sharing of knowledge and experience.</p> <p>Savings achieved: 16/17 = £721k 17/18 = £769k</p>	<p>Various Programme Executives and Leads</p> <p>OSPSU</p> <p>SLT</p> <p>Other COL Departments: Comptroller and City Surveyors Remembrancers City Surveyors Chamberlains Built Environment Town Clerks</p>	<p>OSCG WHP EFCC HH PH</p>	<p>Environment People</p>	<p>KPP 2 KPP 4 KPP 5</p>

Departmental Objective 2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects							
Action to deliver objective	Detail	Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
g) Work with City Surveyors to deliver the outcome of the operational property assets review for realisation of income and reduction in revenue expenditure	<p>Alternative use realised for West Ham Park Nursery</p> <p>Lodge Review: Properties confirmed as</p> <ul style="list-style-type: none"> <li>Retain</li> <li>Surplus for letting</li> <li>Surplus for disposal</li> </ul> <p>Committee reports for properties identified as surplus for disposal and/or letting</p>	<p>Reports produced for relevant committees.</p> <p>City of London Corporation (Open Spaces) Bill approved – 2018/19</p> <p>Demolition of redundant toilet block - 2016/17</p>	<p>Committee approvals granted.</p> <p>CS identify alternate use and properties removed from OS portfolio</p> <p>Additional income generated from surplus properties</p> <p>Additional burial space created</p>	<p>All Superintendents</p> <p>City Surveyors</p> <p>Remembrancers</p> <p>Comptroller &amp; City Solicitors</p> <p>Local Planning Authorities</p> <p>Chamberlains</p>	OSCG WHP EFCC HH PH	Environment	KPP 2  KPP 4
h) Actively engage in key corporate procurement opportunities	Active involvement in procurement process for COL's new building, repairs and maintenance (BRM) contract	Input into BRM Customer Working Group – regular meetings up until July 2017	<p>Input into BRM specification</p> <p>Service received from new BRM contract is appropriate and fit for purpose for the needs of Open Spaces</p>	OS Customer working group reps SLT City Surveyors	OSCG	Quality People	KPP 2
i) Ensure sustainable provision of the Cemetery and Crematorium service	Assess and determine the most efficient and effective way to replace the Crematorium's cremators	<p>Project Gateway submitted – early 2017 for Gateway 1 / 2</p> <p>Options appraisal completed and funding agreed – 2018/19</p> <p>Procurement process completed, contract awarded and cremators</p>	<p>New cremators operational</p> <p>Cremators are fully abated</p>	<p>Cem &amp; Crem Superintendent</p> <p>Chamberlains – City Procurement</p> <p>City Surveyors</p>	PH	Quality	SA3  KPP 2 KPP 4

<b>Departmental Objective 2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects</b>							
<b>Action to deliver objective</b>	<b>Detail</b>	<b>Milestones</b>	<b>Measures of Success</b>	<b>Lead &amp; partners</b>	<b>Comm</b>	<b>Department Values</b>	<b>Link to Corp' Plan</b>
		installed 2020/21					
	Complete the soft and hard landscaping on the Shoot	Hard landscaping – 2016/17  Soft landscaping, planting – 2019  Shoot area being used for burials 2020/2021	Shoot available for burials	Cem & Crem Superintendent	PH	Environment	KPP 2 KPP4

<b>Departmental Objective 3: Enrich The Lives Of Londoners By Providing High Quality And Engaging, Educational And Volunteering Opportunities</b>							
<b>Action to deliver objective</b>	<b>Detail</b>	<b>Milestones</b>	<b>Measures of Success</b>	<b>Lead &amp; partners</b>	<b>Comm</b>	<b>Department Values</b>	<b>Link to Corp' Plan</b>
<b>g) Embed the new Learning Programme across the Department</b>	Create, develop and establish the new Learning Team across the Department  Deliver the CBT funded programme 'Green Spaces, Learning Places'  Develop and implement monitoring and evaluation framework  Obtain additional funding to support delivery and development of the Learning Programme	Recruitment completed to vacant posts – June 2016  Appoint evaluation consultant to deliver framework - August 2016  Deliver year 1, 2 and 3 targets for the four CBT funded projects – March 2017/2018/2019  Develop and implement a fundraising plan - ongoing	11,500 people per annum engaged through the programme.  Targets achieved for CBT and reported  £763k additional / external funding secured	Head of Learning  Learning Team  RSPB  London Youth  London Parks and Green Spaces Forum  NLOS, EF and WHP	OSCG EFCC WHP HH	Quality Inclusion Environment Promotion People	SA3  KPP 4 KPP 5
<b>h) Develop volunteering</b>	Create and enable increased opportunities for 'supported' and	New volunteering opportunities developed - ongoing	Volunteering baseline data captured.	Superintendents  Learning Team	OSCG WHP EFCC	Inclusion Environment Promotion	SA 3  KPP 5



Departmental Objective 3: Enrich The Lives Of Londoners By Providing High Quality And Engaging, Educational And Volunteering Opportunities							
Action to deliver objective	Detail	Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
across our sites	'unsupported' volunteering to assist in the delivery of our services	Training delivered and support given to volunteer groups to enable 'unsupported' volunteering (i.e. volunteering without a COL member of staff present) – ongoing.	Volunteering targets achieved for externally funded schemes: Kenley Common and Learning Programme.  Increased use of volunteers particularly at West Ham Park, Cem & Crem  Increased number of volunteers establishing themselves as 'stand-alone' groups	Kenley Project		People	

Departmental Objective 4: Improve The Health And Wellbeing Of The Community Through Access To Green Space And Recreation							
Action to deliver objective	Detail	Milestones	Measures of Success	Lead & partners	Comm	Department Values	Link to Corp' Plan
k) Work with partners to create open spaces within the boundary of the City of London	Installation of a new landscape - Aldgate gyratory	Eastern section - installation of mature trees and landscaping (April to July 2016)  Western section – tree planting and installation of landscaping January 2017  Remaining landscaping - March 2018	Increase of green space to the Eastern quarter of the City  Improved air quality  Increase of biodiversity opportunities  Improved pedestrian and cycling facilities	CG Manager  Built Environment	OSCG	Quality Inclusion	SA2  KPP 4
	Reinstatement of Finsbury Circus Garden.	Reinstatement proposals agreed - December 2016	New Finsbury Circus Garden completed on time and on budget	CG Manager	OSCG	Quality Inclusion Promotion	SA2 SA3

<b>Departmental Objective 4: Improve The Health And Wellbeing Of The Community Through Access To Green Space And Recreation</b>							
<b>Action to deliver objective</b>	<b>Detail</b>	<b>Milestones</b>	<b>Measures of Success</b>	<b>Lead &amp; partners</b>	<b>Comm</b>	<b>Department Values</b>	<b>Link to Corp' Plan</b>
		Cafe concession (subject to Committee approval) and landscape constructed and built by December 2018	Increase in green space  Increase in biodiversity opportunities			People	KPP 4
<b>I) Secure funding and partnerships to deliver improved sport and recreation opportunities at our open spaces</b>	Work with partners to secure long term investment in our sports facilities that encourage our communities to get more active.  Develop golf provision at Chingford Golf Course (CGC) through new in-house management	Capel Road changing rooms refurbishment – Summer 2017  Refurbish tennis courts at Queens Park – AWP dependent  Embed in-house golf course management - 2016	Successful partnership with LTA  Increased tennis participation and income across all OS tennis sites  Improvements to Capel Road  Increased usage and improved 'offer' at CGC	WHP Manager QP Manager LTA Neighbouring LA's EF Head of Visitor Services City Surveyors Football Association	OSCG WHP EFCC HH	Quality Promotion	SA3  KPP 2 KPP 4 KPP 5

In addition to the above actions which will deliver the Departmental Objectives there are also a number of actions which will improve service efficiency and workforce satisfaction

<b>Objective: Improve Service Efficiency And Workforce Satisfaction</b>							
<b>Action to deliver objective</b>	<b>Detail</b>	<b>Milestones</b>	<b>Measures of Success</b>	<b>Lead &amp; partners</b>	<b>Comm</b>	<b>Dept Values</b>	<b>Link to Corp' Plan</b>
<b>m) Ensure the health and welfare of our skilled and motivated staff</b>	Deliver our workforce Plan and liP Action Plans	Departmental learning programme developed – July annually  Deliver actions within the Workforce and liP plans - within their identified timelines	Appropriately skilled workforce  Increasing levels of staff satisfaction and motivation  A more equitable workforce	SLT  HR Business partner  HR improvement group  Wellbeing officers	OSCG PHES	People	KPP 2
	Support the	Establish divisional	Extensive use of the	SLT			

<b>Objective: Improve Service Efficiency And Workforce Satisfaction</b>							
<b>Action to deliver objective</b>	<b>Detail</b>	<b>Milestones</b>	<b>Measures of Success</b>	<b>Lead &amp; partners</b>	<b>Comm</b>	<b>Dept Values</b>	<b>Link to Corp' Plan</b>
	implementation of the Wellbeing Strategy and the framework of: Connect, , Be Active, Take Notice, Learn, Give	'wellbeing champions' – Nov 2016	wellbeing training offer, particularly in relation to mental health awareness	HR improvement group  Wellbeing officers			
<b>n) Make more effective use of IT and adopt 'smarter' ways of working</b>  Page 47	Support the implementation of the Corporate Joint Network refresh programme, End User Device Refresh and Ways of Working / Accommodation programme	Move from Irish Chambers to Guildhall – End 2016	All PC's over 6 years old are replaced  Agile working practice adopted where appropriate	IS Department  City Surveyors	OSCG PHES	People	SA2  KPP 2
	Maximise opportunities for web based bookings and End Point of Sale systems	Online booking for golf at Chingford – Spring 2016  Assess and determine opportunity for on-line pitch bookings – 2017  Online bookings for events – 2017  Review online tennis bookings – April 2017  Partner with CHL in EPOS procurement – March 2017	Operational on-line sports booking systems  More efficient management of sports offer  Increased on-line sales	IS Department  EF Head of Visitor Services  Sports Programme Board  CHL	OSCG EFCC WHP HH	People	SA2  KPP 2

**Key:**

Dept Values = Department Values  
 LTA = Lawn Tennis Association  
 Comm = Committee  
 WHP = West Ham Park Committee

LA's = Local Authorities  
 SLT = Open Spaces Senior Leadership Team  
 EFCC = Epping Forest and City Commons Committee  
 PH = Port Health and Environmental Services Committee

OSPSU = Open Spaces Project Support Unit  
 CHL = Culture, Heritage and Libraries  
 OSCG = Open Space's and City Gardens Committee  
 HH = Hampstead Heath, Highgate Wood and Queens Park Committee

## APPENDIX 4 – PERFORMANCE INDICATORS

These indicators have been set over a three year period so that staff can plan ahead and deliver continuous improvement.

### OSD1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites

	Description	Frequency of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
PI 1	Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019	Annual	15 green flag sites overall band scores 46% = 80+ 27% = 75 – 79 27% = 70 - 74	Same as 2015/16	Same as 2015/16	15 green flag sites overall band score 53% = 80+ 27% = 75 – 79 20% = 70 - 74
PI 2	Retain 12 green heritage awards and increase this to 13 sites by 2018/19	Annual	12 Green Heritage Awards	12 Green Heritage Awards	12 Green Heritage Awards	13 Green Heritage Awards

Page 48

### OSD2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects

	Description	Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
PI 3	Achieve our Departmental net local risk budget.	Annual at year end	Add figure at year end	Original Budget £10,347,000	£9,578,000	£9,578,000
PI 4	Increase our market share of burials in relation to the Cemetery and Crematorium's seven neighbouring Borough's	Updates every four months. Annual at year end	2015 calendar year was 7.6 which was 0.4% below target  Add figure at year end	2015/16 performance plus 0.4%  Target figure to be added after year end	2016/17 performance plus 0.5%	2017/18 performance plus 0.5 %
PI 5	Increase the number of burials	Updates every four month. Annual at year end	866	2015/16 performance plus 2.5% = 888	2016/17 performance plus 2.5%	2017/18 performance plus 2.5 %
PI 6	Increase the number of cremations	Updates every four month. Annual at year end	2519	2015/16 performance plus 1.5% = 2557	2016/17 performance plus 1.5%	2017/18 performance plus 1.5%
PI 7	As a minimum, achieve local risk Cem & Crem income target	Updates every four month. Annual at year	Add figure at year end	Original Budget (£4,470,000)	(£4,521,000) 16/17 original budget plus £51k SBR saving)	(£4,521,000)

## OSD2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects

Description		Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
		end				
PI 8	Reduce utility consumption	Annual	Add figure at year end	2.5% reduction on 2015/16 performance	2.5% reduction on 2016/17 performance	2.5% reduction on 2017/18 performance
PI 9	Reduce fuel consumption	Annual	Add figure at year end	5% reduction on 2015/16 performance	5% reduction on 2016/17 performance	5% reduction on 2017/18 performance
PI 10	Increase electricity generation	Annual	Add figure at year end	Two additional buildings generating 50KWH each	A further two additional buildings generating 50KWH each	A further two additional buildings generating 50KWH each

## OSD3: Enrich The Lives of Londoners By Providing High Quality And Engaging, Educational And Volunteering Opportunities

Description		Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
PI 11	Increase the percentage of Learning Programme participants who are more knowledgeable about the natural history of our open spaces.	Update at six months. Annual at year end	Not Applicable - new measure	70% of participants surveyed	80% of participants surveyed	85% of participants surveyed
PI 12	Increase the percentage of new participants in the Learning Programme who report their intention to visit our open spaces with their families	Update at six months. Annual at year end	Not applicable - new measure	50% of participants surveyed	60% of participants surveyed	70% of participants surveyed
PI 13	Increase the percentage of Learning Programme participants who are from Black and Minority Ethnic or under-represented groups	Update at six months. Annual at year end	Not applicable - new measure	40% of participants surveyed	50% of participants surveyed	55% of participants surveyed
PI 14	Increase the amount of supported volunteer work hours	Annual at year end	Not applicable - new measure	To establish the baseline	2016/17 performance plus 5%	2017/18 performance plus 5%
PI 15	Increase the amount of unsupported volunteer work hours.	Annual at year end	Not applicable - new measure	To establish the baseline	2016/17 performance plus 5%	2017/18 performance plus 10%

## OSD4: Improve The Health And Wellbeing Of The Community Through Access To Green Space And Recreation

Page 50

Description		Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
PI 16	Increase the amount of tennis played across our sites.	Update at six months. Annual after year end	Court Hours usage by adults & concessions:  WHP: 1000 adults 500 by concessions.  Parliament Hill: 6523 Adults 3799 Concessions  Golders Hill Park: Adults 1734 Concessions 914  Queens Park: 2960 Adults 785 Concessions	Court Hours usage by adults & concessions:  WHP: increase court hours used by 65% = 2475 hrs  Parliament Hill : Adults 5% = 6849 hrs Concessions 5% = 3899  Golders Hill Park: Adults 5% = 1820 Concessions 5% = 960  Queens Park: Adults 5% = 3108 Concessions 5% = 824	Court Hours usage by adults & concessions:  WHP: increase court hours used by 40% on 2016/17 actual  Parliament Hill: increase court hours by 5% each for adults and concessions on 2016/17 actual  Golders Hill Park: increase court hours by 5% each for adults and concessions on 2016/17 actual  Queens Park: increase court hours by 5% each for adults and concessions on 2016/17 actual	Court Hours usage by adults & concessions:  WHP: increase court hours used by 25% on 2017/18 actual  Parliament Hill: increase court hours by 5% each for adults and concessions on 2017/18 actual  Golders Hill Park: increase court hours by 5% each for adults and concessions on 2017/18 actual  Queens Park: increase court hours by 5% each for adults and concessions on 2017/18 actual
PI 17	Increase the amount of football played across our sites.	Update at six months. Annual after year end	All data is 14/15. <b>For all sites 15/16 data to be added after season year end.</b>  WHP = 53 bookings.  Epping = 2913 bookings.  Heath Extension = Adult 0 bookings	WHP increase bookings by 10% on 2015/16 actual  Epping maintain bookings at 2015/16 level  Heath Extension increase adult bookings and maintain	WHP increase bookings by 5% on 2016/17 actual  Epping increase bookings by 2% on 2016/17 actual  Heath Extension increase adult bookings and	WHP increase bookings by 5% on 2017/18 actual  Epping increase bookings by 5% on 2017/18 actual  Heath Extension increase adult bookings and maintain

## OSD4: Improve The Health And Wellbeing Of The Community Through Access To Green Space And Recreation

Description		Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
			Junior 83 bookings  Parliament Hill = Adult 7 bookings Concession 2 bookings  Highgate Wood = Adult 40 bookings	level of junior bookings at 2015/16 actual  Parliament Hill increase adult and concession bookings by 5% on 2015/16 actual  Highgate Wood increase adult bookings by 5% on 2015/16 actual	maintain level of junior bookings on 2016/17 actual  Parliament Hill increase adult and concession bookings by 5% on 2016/17 actual  Highgate Wood increase adult bookings by 5% on 2016/17 actual	level of junior bookings on 2017/18 actual  Parliament Hill increase adult and concession bookings by 5% on 2017/18 actual  Highgate Wood increase adult bookings by 5% on 2017/18 actual
PI 18	Increase the number of golf visits at Chingford Golf Course.	Update at six months. Annual at year end	2014/15 the recorded number of visits was 22,000	Establish a baseline figure	Increase 2016/17 baseline figure by 5%	Increase 2017/18 performance by 5%
PI 19	Increase the percentage of customers surveyed as part of the 60 second survey or similar that stated the 'overall rating' of the open space as 'very good or excellent'.	Annual	2015 = 69%	75%	2016/17 performance plus 5%	2017/18 performance plus 5%
PI 20	Increase the number of visitors to the Open spaces webpages.	Updates every quarter Annual at year end	534,728	2015/16 performance plus 10% = 588,201	2016/17 performance plus 10%	2017/18 performance plus 10%

## Improve Service Efficiency And Workforce Satisfaction

Description		Frequency Of measure	2015/16 Performance	2016/17 Target	2017/18 Target	2018/19 Target
PI 21	Increase the percentage of H&S accidents that are investigated within 14 days.	Updates every six months. Annual at year end	Feb 15 to Jan 16 = 71%	80%	83%	86%

<b>PI 22</b>	Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence.	Updates every quarter. Annual February to January	Feb 2015 to Jan 2016 = 3.6 days Short-Term FTE Working Days Lost per FTE	3.45 days FTE Working Days Lost per FTE	3.3 days FTE Working Days Lost per FTE	3.2 days FTE Working Days Lost per FTE
<b>PI 23</b>	Reduce the average number of FTE working days lost per FTE due to long term sickness absence.	Updates every quarter. Annual February to January	Feb 2015 to Jan 2016 = 2.43 days Long-Term FTE Working Days Lost per FTE  Long-Term FTE Working Days Lost per FTE	2.4 days FTE Working Days Lost per FTE	2.35 days FTE Working Days Lost per FTE	2.30 days FTE Working Days Lost per FTE
<b>PI 24</b>	Increase the percentage of Open Space's staff who state they are at least satisfied with their workplace in the annual staff wellbeing survey.	Annual	90.22%	92%	94%	95%



<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood and Queen's Park Committee – For Decision	16/05/2016
Hampstead Heath Consultative Committee – For Discussion	27/06/2016
Highgate Wood Joint Consultative Committee – For Discussion	9/11/2016
<b>Subject:</b> Update on the Parliament Hill, Golders Hill Park and Highgate Wood Café Leases.	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Decision</b>
<b>Report Authors:</b> Bob Warnock & Richard Gentry	

## Summary

Whilst two of the five available three-year café leases have been awarded to successful bidders, the company that had been awarded the lease for the remaining three cafés decided to withdraw in response to strong local pressure.

It is proposed that interim 18-month leases be offered to the existing proprietors of these three cafés. This will allow time for a public consultation with Hampstead Heath and Highgate Wood visitors, which will then inform an Options Appraisal to guide future decisions on these café leases.

Throughout this process the Consultative Committees will be fully involved at each stage.

## Recommendations

Members are asked to:

- 1) Delegate authority to the Superintendent to agree 18-month catering leases with the three existing proprietors as detailed in Option C (paragraph 12), in consultation with the City Surveyor and Comptroller & City Solicitor.
- 2) Instruct the Comptroller & City Solicitor to complete the documentation for the three café leases.

Members are also asked to:

- 3) Consider the draft guiding principles that are relevant to the provision of café facilities at Hampstead Heath and Highgate Wood, with a view to further discussion and input from the Consultative Committees.
- 4) Agree to undertake a public consultation to inform an Options Appraisal to guide future decisions on the café leases.
- 5) Extend an invitation to the Members of the Highgate Wood Joint Consultative Committee (HWJCC) to attend the Hampstead Heath Consultative Committee (HHCC) meeting on 27 June 2016, to discuss the draft guiding principles and the proposed programme for public consultation.

- 6) Agree the establishment and membership of a Café Working Party (CWP) (paragraphs 22-24).
- 7) Appoint the Chairman of the Hampstead Heath, Highgate Wood and Queen's Park Committee (HHHWQPC) or their representative to the CWP.
- 8) Instruct the Superintendent to appoint both a Consultation and a Catering Consultant, each to provide independent advice.

## **Main Report**

### **Background**

1. The tendering of the café leases across Hampstead Heath, Highgate Wood and Queen's Park is an identified project within the Open Spaces Department Business Plan 2015/16 – 2017/18. The policy for the provision of refreshment facilities, as set out in the Hampstead Heath, Highgate Wood and Queen's Park Management Plans, remains unchanged.
2. On Monday 14 March 2016, the HHHWQPC received a report on the recommendations for awarding leases for the five cafés, each being for a three-year term. After lengthy discussion and careful consideration, the Committee voted on the award of each lease.

### **Current Position**

3. The lease awarded to Tara Kingsley (Digital Heroes) for Parliament Hill Fields Lido Café has been well received locally and the lease is currently being finalised. There are works the City Corporation needs to undertake at the Café, which are being arranged in conjunction with the City Surveyor. In the short term, Tara Kingsley is making temporary arrangements to provide refreshments to Lido users. Once the works are complete, the Café will be in a position to serve refreshments to Heath users as well.
4. The Lease awarded to Minkies (Surebrook Limited) has also been well received locally. Negotiations on the lease are continuing, and the Superintendent will update Members on progress.
5. On Monday 4 April 2016, two petitions were handed to the Director of Open Spaces at the Irish Chamber. One petition (with 12,500 signatories) requested that "Benugo not be given the tender for the Parliament Hill Café". A similar petition was presented for Golders Hill Park Café (9,500 signatories). Copies of the petitions were also delivered to Benugo's Head Office.
6. On Wednesday 6 April, a public meeting was held to discuss the Parliament Hill Café. The meeting was attended by the Chairman of the HHHWQPC and the Director of Open Spaces. Over 200 people were in attendance, including the lead petitioners, Sir Keir Starmer QC MP and the existing proprietors of the Parliament Hill, Golders Hill Park and Highgate Wood Cafés. The meeting was chaired by Councillor Sally Gimson. After statements from a lead petitioner, Sir Keir Starmer QC MP and the Chairman, Councillor Gimson

invited questions from the floor and the City of London Corporation was asked to respond.

7. The public meeting challenged the process the City Corporation had undertaken, particularly the lack of consultation with Heath users, and asked that the existing proprietors be permitted to continue to operate the facilities. The petitioners advised that the petitions had grown to 13,500 and 11,000 signatures respectively, and there was a request to engage with the City Corporation to find a solution.
8. At the end of the meeting, the City Corporation was asked to halt the process and to instruct Solicitors to stop work on the agreements, instead using the time to rethink and consult, as well as to meet with the lead petitioners. Having listened carefully to the concerns raised, the Chairman and Director agreed to take this request back to the City Corporation.
9. On Thursday 7 April, Benugo withdrew their bid for the three leases for cafés at Parliament Hill, Golders Hill Park and Highgate Wood.

## **Consultation**

10. Following the public meeting, the Superintendent and the Constabulary & Queen's Park Manager met with two of the lead petitioners at Golders Hill Park. The proposed way forward and outline proposals under development were discussed. This meeting was constructive and the petitioners were supportive of the City Corporation's proposals for public consultation with Hampstead Heath and Highgate Wood users.
11. The Chairman, the Director of Open Spaces and the Superintendent arranged to meet five of the petitioners on 12 May, and will update Members on the outcome of this meeting.

## **Options**

12. The views of the HHHWQPC are sought with regard to the City Corporation's short-term options for the café facilities at Parliament Hill, Golders Hill Park and Highgate Wood. This is to allow time for further discussion and input from the Consultative Committees prior to undertaking a public consultation and Options Appraisal. The short-term options to consider are:
  - A. The 'Tenancy at Will' arrangements would continue for the three café proprietors while the public consultation takes place. This option provides less security to the proprietors and the City of London although gives maximum flexibility, as a 'Tenancy at Will' can be terminated by either party at any time, without notice. A 'Tenancy at Will' is usually used for short-term occupation while parties are negotiating a longer-term agreement, although it is possible to leave them in place for longer periods. The 'Tenancy at Will' arrangement provides for the tenant to pay a fixed monthly rent but there is no provision for turnover rent to be paid

(as a turnover rent doesn't fit with a short-term arrangement that can be terminated at any time). This is not recommended.

- B. The City Surveyor negotiates with the existing proprietors at the three cafés to agree terms to renew each lease for three years. This option would postpone implementing the outcome of the proposed consultation for a significant period. In financial terms, the option would limit the ability to secure best value from the refreshment facilities, as it would not be going out to the open market to find a tenant. However, the renewals would be subject to negotiation and include inflationary increases. This is not recommended.
- C. The City Surveyor negotiates with the existing proprietors at the three cafés to agree terms to renew each lease for 18 months, in order to give time to consult the public and to prepare an Options Appraisal for each refreshment facility. This option also limits the ability to secure best value from the refreshment facilities, as it would not be going out to the open market to find a tenant. However, the renewals would be subject to negotiation and include inflationary increases. **This is the preferred option**, as it provides a degree of security both to the proprietors and the City Corporation in the short term, while allowing time to complete the consultation and undertake the Options Appraisal. Should the outcome of the Options Appraisal recommend a new tendering process for any or all of the refreshment facilities, 18 months would allow sufficient time to re-tender the café leases.

13. It is recommended that Option C be agreed.

## The Way Forward

- 14. To ensure that the Committee's views are fully taken into account, the Superintendent is seeking early input from Members on those aspects that the City would regard as fundamental to the café services; these are called the guiding principles for the refreshment facilities. This will then form the basis of a report to be discussed and considered by the Consultative Committees on 27 June. The nature and extent of the consultation, following discussion and input from the Consultative Committees, will then be brought back to the HHHWQPC for agreement.
- 15. The guiding principles adopted should be in the best interests of the Hampstead Heath charity and the Highgate Wood and Queen's Park Kilburn charity, and should further or support their charitable purposes (see paragraphs 33 and 34 below). This would include criteria that help to preserve the environment, or improve the visitor experience, or enhance the reputation of those charities. At the same time, the City Corporation has a fiduciary duty to ensure that assets are properly managed in the financial interests of those charities. Rent from the café leases is entirely reinvested in Hampstead Heath and Highgate Wood as a vital contribution towards the cost of maintaining, protecting and conserving these Open Spaces for the public to enjoy.

16. It is therefore suggested that the guiding principles should include:

- Ensuring high and consistent food quality.
- Maintaining affordability of food and drinks.
- Demonstrating the added value they offer to the community, the Open Spaces, and their visitors. This could include supporting community events, employment of local staff, and providing support to the Open Spaces Learning Team to deliver the Learning Programme (this will be developed following the consultation).
- Ensuring sufficient capacity to cope with seasonal demands at the facilities.
- Ensuring both fair trade and locally sourced food are provided.
- Ensuring that menus offer variety for all users.
- Ensuring that staff are paid at or above the London Living Wage.
- Ensuring high Food Hygiene Rating Scheme scores are obtained and displayed publicly at the café facilities.
- Demonstrating recycling, energy efficiency and other environmental initiatives to reduce their impact on the environment.
- Demonstrating compliance with the City of London Responsible Procurement Strategy to procure value-for-money services.

17. In addition to the guiding principles, the consultation will need to explore visitors' views on such topics as:

- Offering healthy food and drink choices, children's menus, "grab & go" options and a selection of main dishes.
- The 'feel' of each location, as demonstrated by the café layout, décor and the availability of external seating, taking into account each site's location within the Open Space.
- Consideration of new refreshment facilities at additional locations, either on a permanent or seasonal basis.
- The quality of service, service speed and style.
- The hours of business.

18. It is proposed that Members of the HWJCC be invited to attend the HHCC meeting on 27 June, to discuss the guiding principles. The Superintendent will also consult Members at this meeting about the proposed public consultation. Members of the two Consultative Committees will also be invited to nominate and agree their representatives to the CWP (see paragraphs 22-24 below).

19. Following discussion and input from the Consultative Committees, the Superintendent will provide a further report to Members at their meetings on 18 July and 12 September. The consultation will continue until October, to ensure the results are available for the November Consultative Committee meetings.

20. A Stakeholder communication plan will be developed to ensure that there is consistent and clear communication with Hampstead Heath and Highgate Wood visitors throughout the process.

21. In developing the process, qualified Consultants will be engaged to assist with the public consultation and to provide specialist catering advice.

### **Café Working Party**

22. It is recommended that the public consultation for all three leases should be co-ordinated by a CWP, which would be chaired by the Superintendent. Terms of Reference (ToR) for the CWP will be prepared by the Superintendent, for discussion and input from the HHCC and HWJCC on 27 June. The CWP will work to the proposed outline programme and within the established guiding principles as set out above.
23. Through the Superintendent, the CWP will report to the HHCC, HWJCC and the HHHWQPC. It is proposed that membership of the CWP is as follows:
- The Superintendent of Hampstead Heath (Chair)
  - Chairman of the HHHWQPC, or their representative.
  - 2 Members of the HHCC.
  - 1 Member of the HWJCC.
  - The Constabulary & Queen's Park Manager.
  - Hampstead Heath Business Manager.
  - A Category Manager from the City of London Procurement Service.
  - A representative from the lead petitioners.
24. Where necessary, the CWP will have access to support from the City Surveyor, Chamberlains, Comptroller & City Solicitor and specialist Consultants.

### **Timeline for consultation**

25. The existing proprietors of the three cafés currently remain on 'Tenancy at Will', as their leases have expired. It is therefore proposed that should Members agree to Option C, new 18-month leases will be agreed and issued to the current proprietors, to allow time for further discussion and input from the Consultative Committees and to undertake the public consultation.
26. The Superintendent will present the outcomes from the public consultation, which will inform an Options Appraisal and a further report to the HHCC, HWJCC and HHHWQPC.
27. The programme of consultation and reporting is set out in Appendix 1.

### **Corporate & Strategic Implications**

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

29. 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.
30. The delivery of this project meets with the Open Spaces Business Plan Departmental Objective – Embed financial sustainability across our activities.

## **Implications & Risks**

31. **PR implications** – A communications strategy will be developed with the Communications Team and the CWP to keep Hampstead Heath and Highgate Wood visitors informed and engaged throughout the consultation.
32. There is the potential for further negative publicity in the press and via social media arising from (i) loss of the lease for a long-term, family-run business and (ii) accusations of 'commercialisation'. It is believed that this will be mitigated by the transparent and consultative process that is being proposed.
33. **Legal Implications** – The City Corporation holds Hampstead Heath in trust for the Hampstead Heath charity, and Highgate Wood for the Highgate Wood and Queen's Park Kilburn charity. The purposes of both charities involve the preservation of their respective Open Spaces for the recreation of the public. The City Corporation has statutory powers to provide refreshments to the public and to arrange for those refreshments to be provided by some other person on such terms as it sees fit.
34. In its capacity as Trustee, the City Corporation must always act in the best interests of the charity concerned. When leasing land or property belonging to a charity, the City Corporation must ensure that the terms are the best that can reasonably be obtained for the charity. However, any decision taken must also further or support the charity's purposes. The City Corporation is entitled to take into account any impact a decision may have on the beneficiaries of the charity and on public support for the charity.
35. **Financial Implications** – There is a risk that the Service Base Review savings identified for 2017/18 will not be achieved through generating additional income via the café leases. Consequently, the Superintendent may need to identify additional sources of income, or further efficiency measures.
36. The cost of engaging a Consultation and a Catering Consultant will be met from the Superintendent's Local Risk Budget.

## **Conclusion**

37. The 18-month leases to the existing proprietors will ensure the City Corporation continues to provide catering facilities, while maintaining a vital income stream that contributes towards the cost of managing the Open Spaces at Hampstead Heath and Highgate Wood. Taking account of the discussions around the draft guiding principles, this will allow time to undertake both full consultation with the Consultative Committees and a public consultation. The outcomes from the consultations will inform an Options Appraisal to guide future decisions on these café leases.

## **Appendices**

- Appendix 1 – Proposed Outline Programme.

## **Background Papers**

- City of London Responsible Procurement Strategy

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Project Title: Hampstead Heath &amp; Highgate Wood Café Consultation Programme



No	Committee	Activities	Dates	
			Start	End
1	HHHWQPC	Award an 18-month leases to current proprietors	16/05/16	
2		Consider the guiding principles that are relevant to the café facilities		
3		Agree to undertake a public consultation to inform an Options Appraisal		
4		Agree HWJCG to attend HHCC meeting 27/06/16		
5		Agree establishment and membership of CWP		
6		Instruct Supt. to appoint a Consultation and Catering Consultant		
7	HHCC & HWJCG	Discuss guiding principles relevant to the café facilities	27/06/16	
8		Discuss ToFR for CWP		
9		Appoint Members to the CWP		
10		Discuss approach to visitor consultation		
11	CWP	Establish CWP	04/07/16	
12		Commission visitor consultation		
13	HHHWQPC	Supt to provide update on guiding principles and approach to visitor consultation	18/07/16	
14	CWP	Consult widely with visitors	19/07/16	14/10/16
15	CWP	Analyse consultation feedback and prepare summary report	15/10/16	31/10/16
16	CWP	Undertake options appraisal	November	
17	HHCC & HWJCC	Receive reports from CWP for discussion	07/11/16	09/11/16
18		Discuss feedback from visitors consultation and options appraisal		
19	CWP	Take on-board feedback from the Consultative Committees	November	
20	HHHWQPC	Supt to make recommendations to Committee on the café leases	21/11/16	
21	CWP	Feedback to Heath and Highgate Wood users	November	

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<b>Committee(s):</b>	<b>Dated:</b>
Open Spaces and City Gardens Committee	18 March 2016
Hampstead Heath, Highgate Wood and Queens Park Committee	16 May 2016
Hampstead Heath Consultative Committee	27 June 2016
<b>Subject:</b>	<b>Public</b>
Oak Processionary Moth Plan 2016	
<b>Report of:</b>	<b>For Information</b>
Director of Open Spaces	
<b>Report author:</b>	
Sue Ireland, Director of Open Spaces	

## Summary

This report provides Members with a briefing on the plans for Oak Processionary Moth (OPM) management across London and the South East in 2016. It explains the implications for the management of OPM on City of London Open Spaces. The report advises on the Department for Environment, Food and Rural Affairs (Defra) plans for a review following their three year management pilot. A further report will be presented to Members later in the year to advise on both the outcome of the review and actions taken to manage OPM on City of London Open Spaces in 2016.

## Recommendation

Members are asked to note the report.

## Main Report

### Background

1. Members will recall noting the 2015 management of Oak Processionary Moth at their meeting on 27<sup>th</sup> July 2015. This report describes the main elements of the 2016 plan and the implications for our sites, including Hampstead Heath and Queens Park.

### Current Position

2. During the autumn/winter of 2015/16, three new outbreaks have been discovered in London and the South East. The largest new outbreak is in the Guildford, Surrey area (Appendix 1) together with outbreaks in Newham and Barnet.
3. In the autumn of 2015, the Forestry Commission and Defra decided to undertake a comprehensive evaluation of the pilot control programme which began in 2013.
4. Defra have committed a further one year's funding for 2016, to enable the current pilot to continue whilst the evaluation work is completed. It is expected that the outcome of this review will be known by the autumn of 2016.
5. Spraying of affected trees will start during April on sites outside of the core zone (see Appendix 1). Statutory Plant Health Notices (SPHNs) have been issued to

the City of London Corporation in respect of Hampstead Heath. The precise timing of spraying depends on the emergence of caterpillars from egg plaques, which varies depending on the temperature and previous winter's climate.

6. For areas within the core zone, the Forestry Commission will not be issuing SPHNs unless an infestation is likely to pose a significant threat to the buffer zone. With regard to Queens Park, which is in the core zone, officers will need to determine the action required, based on risk assessment. It is likely that spraying will be undertaken on the few oak trees again this year.
7. In addition to action to control caterpillars and nest removal, the programme of pheromone trapping will continue. 1,500 traps were deployed in 2015 and the City of London assisted with some of these and their monitoring. It is our intention to continue this in 2016. On City of London Open Spaces where no infestation exists at present, staff will continue to monitor our oak trees, looking for any signs of caterpillar infestations and, if found, will take appropriate action. Further information about the plan for 2016 is provided in Appendix 2.
8. The Chamberlain has confirmed that, if control works place undue pressure on local risk budgets, then additional support will be found.
9. A further report will be presented later in the year on the outcome of OPM management for our Open Spaces and explaining the results of the Defra evaluation.
10. The three-year pilot has not managed to stop the development of OPM across London, although it has reduced the rate of spread. Defra are challenged by the need to deliver eradication as required by the Protected Zone status i.e. for the area outside the core zone. The evaluation will no doubt assist in determining how OPM will be managed in England and the future of the Protected Zone.

## **Conclusion**

11. The management of OPM, led by the Forestry Commission, has required a range of local authorities and private landowners to work in partnership and this has been of varying success. The City of London Corporation has been recognised for its support in the partnership. The year 2016 will in effect be, a holding year whilst discussion and planning for the future takes place.

## **Appendices**

- Appendix 1 – 2016 Map of Treatment Areas and Core Zone
- Appendix 2 - 160330 OPM Control Plan

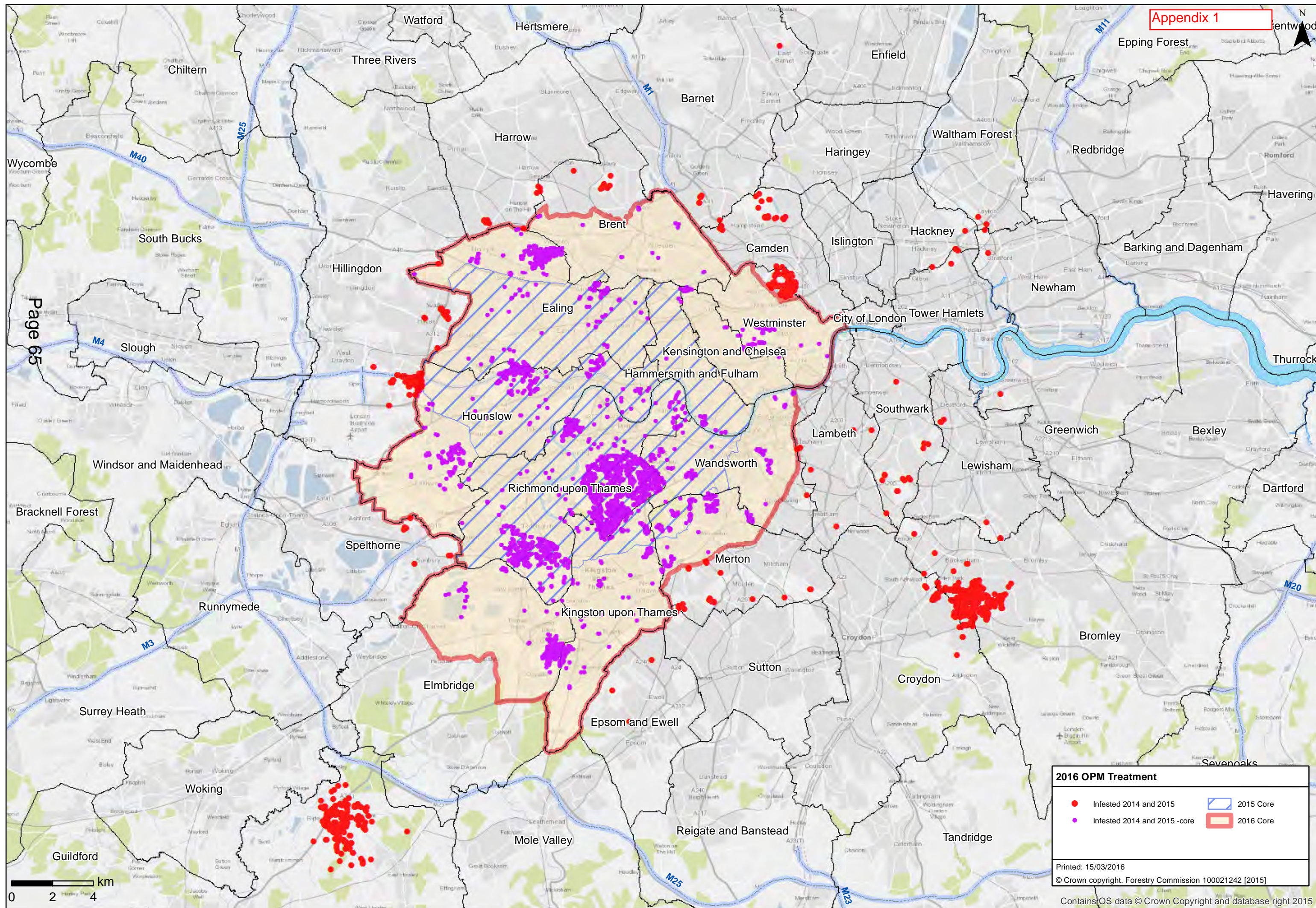
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# OPM Pilot Extension 2016:

## Summary of proposed operational activity

### 1 Purpose

This paper provides an overview of the OPM Control Programme for 2016. This includes surveillance, control, communications, liaison, research and data management.

### 2 Introduction and Context

Since 2013 Forestry Commission has been delivering a pilot control programme for OPM. The Defra-funded pilot control programme has been extended for a further year for 2016. Whilst this year's work is broadly similar to previous pilot years, plans have been adapted to take account of findings over recent years and other improvements in our understanding of OPM management.

The proposals in this paper are based on our current understanding of OPM extent which we expect to change over the year; therefore we expect this plan may be adjusted accordingly in light of new findings. There may also be adjustments made as we build our knowledge in response to the latest evidence.

### 3 Objectives for 2016

The main policy objective is to limit the rate of spread of OPM from existing known areas of infestation, and to suppress population levels within infested areas to limit the impact of OPM.

This work will further develop our understanding of OPM population distribution, the best approaches to surveillance and control and provide evidence to inform the development of future policy.

### 4 Legal Considerations

#### **Statutory Plant Health Notices (SPHNs)**

SPHNs will be issued to all affected landowners outside the core zone defined for 2016. However, we may issue SPHNs to landowners within the core zone, where infestations pose a significant threat to the buffer zone. We will identify which owner's will and will not receive funding support. A new SPHN and covering letter/guidance will be issued to help landowners on what actions need to be taken.

### 5 Budget / resource allocation

The budget will be prioritised in line with the programme objectives, with resources focused on surveillance activities, control work (spraying and nest removal), research and communications.

#### **Principles behind budget allocations for each area:**

Pangbourne – continued surveillance required given we continue to trap male moths and are keen to ensure the apparent success is secured.

Olympic Park – eradication is the objective for this area; it is a relatively small scale infestation with limited host tree resource so low surveillance and control costs.

Croydon/Bromley – now an established outbreak but we appear to have had some success in 2015 in limiting the spread, pushing it back in the southern part of this outbreak. Work and budget is based on similar level of surveillance / control as 2015.

Guildford – Subject to ongoing survey work but the intention is to survey and control known infestations in line with other outbreak areas.

Main London Area – continued surveillance and control but focussed on outer edge and activity will be targeted.

## 6 Activity plans

### Visual surveillance

A visual survey will be carried out of trees known to be infested in 2014 and 2015, plus any within 100m. Visual survey of trees within 250m of pheromone traps where >5 moths were caught in 2015. This will be reviewed in the light of budgetary constraints as the financial year progresses.

We will collaborate with others conducting their own surveys and encourage wider surveys by others – to look out for ‘satellite’ infestations e.g. Observatree, Woodland Trust, and Tree Wardens

### Pheromone Trapping

In total there will be around 1500 traps deployed in 2016, covering previous areas and extending coverage further away from known infestation. As well as determining flight extent, the aim is to continue analysing trap data against survey and control activity to see what the relationship with traps may be.

We will continue to encourage other landowners to put up traps and monitor them e.g. Woodland Trust, City of London, Forest Enterprise, National Trust

### Chemical control

Chemical application of known infested sites in 2014 and 2015 plus host trees within 50m radius will be done. The application method will be site dependent but seeks to balance control effectiveness with other impacts.

### Nest Removal

Nest removal will be funded in all areas outside core zone, based on summer survey findings and subject to budget availability. Nest removal after moth emergence will not be funded or required under SPHN's on the basis it will not affect spread and increase scope for OPM parasitoid development.

## 7 Communications

Communications will continue to focus on raising awareness, encouraging vigilance and collaboration, reporting sightings and targeted messaging at key points in the season e.g. larval emergence, when they become a public health risk.



Regular updates on progress and OPM findings through the season will be provided via email and on the FC website. A complete picture of progress relies on the provision of OPM information from others.

### **Liaison**

The OPM Advisory Group will remain a key means of sharing information and gaining feedback on the programme. It will be reviewed to ensure membership reflects the geographic distribution of OPM. Specific liaison activity will be done in outbreak areas.

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<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood and Queen's Park Committee	16 May 2016
<b>Subject:</b> Superintendents update for May 2016	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Information</b>
<b>Report author:</b> Bob Warnock, Superintendent	

## Summary

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

## Recommendation

Members are asked to:

- Note the contents of this report;

## Main Report

### Property update

1. The main Swains Lane entrance renovation works have been completed. Temporary "z" gates have been instated and permanent wooden "z" gates will be installed on site in the near future.
2. The drinking water fountains have been serviced and reinstated for the summer season.
3. Hoarding has been removed from around the Lido, and the palisade installation has commenced. Works are due to be completed by mid-May.
4. Flooding has occurred at the back of the Lido in the café and gym. A ditch has been excavated to divert water around building, and repairs to a collapsed drain are currently underway. A Consultant has been commissioned to review the Lido field drainage provisions.
5. Contractors instructed by the City Surveyor are continuing to undertake investigations in the source of the water leak at the Lido and further testing to the delivery pipework around the children's slide may be required. Lido staff are continuing to monitor water usage to confirm the extent of the leak.

### Planning

6. Athlone House - A potential new owner of the site is currently working up revised proposals, with the intention of securing planning permission before finally exchanging on the property. Revised proposals for the site now involve

retaining and restoring the majority of the original dwelling that existed in 1948 and a very similar footplate. Basements have also been significantly reduced although a basement wine cellar, plant room and swimming pool are nevertheless incorporated. The proposals will also see the restoration of some of the original external features of the building including Dutch Gables and castellations to the tower. A new single storey garden room is also proposed in similar brick to the existing building as well as a new access to reduce congestion. Parking will be located close to the Gate House and new landscaping will also see the restoration of ponds and a fruit terrace.

7. Initial visual montages, from 7 locations around Athlone House, suggest that the visual impacts of the new scheme will be significantly reduced compared to the previous schemes. Notwithstanding this it has also been agreed that an additional view of the proposals, from within the Heath itself, will also be considered. A Basement Impact Assessment, Tree Report and Construction Logistics Plan will also be submitted with the application in June 2016. The construction period is likely to be approximately 21 months – subject to planning consent. The applicant has also requested to make a presentation of the proposals to the Consultative Committee on 27 June 2016.
8. Water House - The applications (ref. 2011/4390/P) were presented to the London Borough of Camden's Planning Committee on 7 April 2016. In advance of the meeting further detailed drainage comments, were submitted to demonstrate that the proposed drainage strategy is flawed. However, these reports were not considered by Officers in advance of the Committee Meeting. Despite making a further verbal representation at the Committee meeting to strengthen the reasons for refusal in terms of both trees and drainage the Committee decided not to make any changes. The application was, nevertheless, refused based on the original six reasons for refusal. The applicant has until 11 October 2016 to submit an appeal to the Planning Inspectorate.

### **Heath Hands 2015/16 Update**

9. There are currently 144 active volunteers (with around 75% partaking in conservation tasks and around 15% in the Wild about Hampstead Heath Project). During 2015/16 there were 57 new volunteers recruited. Of these 77% have continued to volunteer.
10. 1,000 monthly volunteer hours has been achieved, a first in the history of Heath Hands.
11. The Hive continues to be well used for weekly sessions and training. Wild about Hampstead Heath sessions have continued throughout the winter, and activity levels are now picking up with the improving weather. Volunteer recruitment and retention of volunteers is a challenge for the Team.
12. Volunteer led conservation sessions have been launched at Whitestone Garden and in the Education Garden. Other volunteer led projects are: hedgehog and reptile monitoring; invasive species control sessions, and a camera trapping project.

13. Heath Hands now offers conservation volunteering 7 days a week. The addition of Sunday sessions has been very positively received, although attendance has been low so far.
14. An annual volunteer opinion survey was launched in April, along with a new updated website. The social media presence of Heath Hands is increasing and a monthly e-newsletter has been successfully launched.

### **Hampstead Heath Viewpoint sign**

15. Artwork for the new skyline view point sign at Parliament Hill has been produced in conjunction with the Heath & Hampstead Society. The Project Team are currently finalising the statement acknowledging the donation by The Heath & Hampstead Society. Input into the design was also sought from Members of the Hampstead Heath Consultative Committee in March.
16. The sign will be produced to replicate the design of the existing sign. From receipt of the order the production is expected to take approximately 4 weeks.
17. The Heath Ranger Team are finalising arrangements for removal of the current panoramic sign and installation of the replacement. This integrates with the landscape improvement works currently underway at the summit of Parliament Hill.
18. The panoramic sign will include a QR code that will direct visitors to a dedicated page on the City of London Corporation website with general information about the historic view and a link to the Heath & Hampstead Society website.

### **Events**

19. The Hampstead Heath Easter Fairs (25-28 March) were well attended, and feedback from members of the public attending the fairs was positive, despite the inclement weather.
20. Highgate Harriers held their Open Athletics Meeting at the Athletics Track on 6 April. Over 150 Competitors took part, and a series of personal best times were achieved during a very successful day.
21. Upcoming event - Highgate Harriers Night of the 10k Personal Bests on 21 May. This event will be the Rio Olympics Men's and Ladies' trial.
22. There are currently 21 wedding ceremonies booked to take place at the Pergola and Hill Garden in 2016.

### **Sports**

23. 16 staff have completed training on 'Club Spark' the online tennis booking software that is being introduced across Hampstead Heath, Golders Hill Park,

Queen's Park and West Ham Park. This will allow staff to assist members of the public with the new booking system.

### **Constabulary update**

24. The Constabulary dealt with 495 incidents between January-March 2016. All Heath Constabulary staff have undertaken defibrillator training. The Constabulary annual report will be presented to this Committee in July.

### **Swimming**

25. The Lido Sauna has generated £3,500 income since December 2015. The sauna will be kept in situ until the end of May, before being dismantled and stored over the summer. Staff will reinstate the sauna in October ready for winter period. The sauna has been very successful in encouraging more people to the Lido facility in winter.
26. 38 members of staff have completed training for the water safety. This training has been run in-house by one of the Duty Lifeguards, who is a Trainer Assessor with the Royal Lifesaving Society. Two further courses are planned for May. In addition, 35 staff have completed in-house first aid training.

### **Conservation**

27. Kenwood Ladies' Pond fence line has been planted with holly and yew trees. Aquatic plants have been planted in pools and logs used to reduced erosion to the stream bed.
28. The floating vegetated islands from the Model Boating Pond have been removed and made into floating islands for Terns residing at Highgate No. 1 Pond.
29. A natural Kingfisher and invertebrate bank has been created along the sandy bank south of the Viaduct Bridge.
30. Bare ground resulting from the Cross Country run has been chain harrowed and sowed.

### **Highgate Wood**

31. A demonstration of a 'canopystair' took place in the wood on 29 April. The Team are hopeful that a complete 'canopystair' will be installed in the wood for London Tree Week. The stair should rise 7m high into the canopy and will offer visitors a unique opportunity to see the woodland from a new perspective.

### **Queen's Park**

32. New bins have been installed on the tennis courts and the old bins removed from the fence. New wooden leaflet dispensers have been installed on site.

- 33. Children from the Malorees School visited the Park to see the daffodils that they planted in the autumn in full bloom.
- 34. Staff are working with five work experience pupils from Westminster College.

### **Staff Lodge Policy**

- 35. Each Division within the Open Spaces Department is currently preparing a Staff Lodge Residential Strategy to determine the fair and consistent allocation of lodges. The purpose of the new Staff Lodge Residential Strategy is to award lodges on the basis that occupation must be necessary for the performance of the duties of the job. This will focus on job roles best suited to providing emergency and 'out-of-hours' callout cover. This replaces previous arrangements which relied largely on the discretion of the Superintendent.
- 36. There are currently 21 lodges across Hampstead Heath, Highgate Wood and Queen's Park. The Staff Lodge Residential Strategy will firstly consider the number of staff lodges required and then apply a set of criteria, based on relevant experience, skills, competence and training required, to allocate appropriate staff to the lodges.
- 37. The Superintendent will commence a formal professional consultation in mid June 2016 with affected employees. This will include a series of presentation sessions to explain the changes and the proposed criteria in more detail to affected staff. The Superintendent will update Members on the outcome from the formal consultation.

### **Projects**

- 38. The Superintendent will provide an update on current Projects.

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<b>Committees</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood and Queen's Park Committee	16 May 2016
<b>Subject:</b> Hampstead Heath Ponds Project – Progress Report	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath Ponds Project Director	<b>For Information</b>
<b>Report author:</b> Jennifer Wood, Open Spaces Department	

## Summary

One year into the Ponds Project construction programme and work is currently taking place at seven sites across the Heath. Although there have been some delays at Model Boating Pond, the project is scheduled to finish on programme - by the end of October 2016.

## 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 were 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 Conditions which related to the finishes of the new Kenwood Ladies' Pond changing rooms have now been submitted to Camden.
3. We await the outcome from Camden on a separate planning application which was submitted to cover a revised design of a small section of the end of the new wall at Highgate No. 1 Pond. The design was altered in this location to meet the requirements of the landowners whose land part of the flood defence it to be built

on, to minimise the impact to trees and to lessen the visual impact from the Heath. A separate application was required as the property is listed and in a Conservation area. The City Surveyors' Department are liaising with the land owner's solicitors to arrange access for the proposed works and to enter into a formal agreement for future maintenance/improvements access rights.

4. Part of Camden's conditions required a Community Working Group be established to monitor the progress of the project. This group have now been meeting monthly for over one year and also take part in regular guided walks of the site. The last walk took the member into the hole that (then) formed the base of the dam at Model Boating Pond. Another walk is scheduled to show the members the new Ladies Pond facilities.

### **Construction work**

5. The works at Model Boating Pond, on the Highgate Chain were the largest piece of construction work of the whole project, with 27,000 cubic metres of clay to be moved from borrow pits into a section of drained down pond to build a new dam, 2.5m higher than the existing earth dam. As previously reported there have been delays caused by issues with the temporary dam and the volume of wet silt being greater than anticipated.
6. Works placing clay are now proceeding well in this location with five metres of clay being laid in approximately three weeks. The weather impacts the speed of this work, as wet clay is more difficult to deal with.
7. Desilting work has successfully taken place at four ponds, which includes all three bathing ponds. This work will improve water quality and benefit aquatic life. Desilting work started at Viaduct Pond, but due to the amount of debris (logs and sticks) blocking the equipment, the suction technique was unsuccessful. BAM Nuttall are now planning to remove the debris with floating excavators before returning to the suction technique.
8. The Ladies Pond building was successfully craned into position in early April after arriving on the Heath in five modules. It was challenging getting the large modules onto the Heath along with a crane large enough to lift them, but the time saved, and reduced impact to the environment, by prefabricating the building far outweighed that of a traditional construction technique. The Ladies Pond is due to re-open for swimming in early May.
9. Construction work at Stock Pond is now complete, with only the turf still to be laid. This will take place later in the spring.. Works at Men's Bathing Pond and Highgate No. 1 are due to start imminently.
10. On the Hampstead Chain, the major earthworks, focussed on the Catchpit area are well underway. In this location 7,700 cubic meters of clay is being moved from a borrow pit in Pryor's Field to build up a new dry dam in an existing valley. Vale of Health and Viaduct ponds are both complete and Hampstead No. 1 and No. 2 are due to be finished in spring.

11. The project remains within budget and within the original programme. A more detailed update on budget and issues will come to this Committee in the next round of reports.

### **Environmental Mitigation**

12. From now on the focus begins to shift from construction to the ecological aspects, as improving the Heath's environment has always been key element of the project. Environmental works at Bird Sanctuary pond have been a success with the addition of a deep channel and wetland scrapes to help prevent the reeds from drying out and to provide additional habitat for birds, amphibians and invertebrates. A water rail, (a bird who likes water) which is rare on the Heath, has already been spotted using these wetland scrapes. Aquatic planting shelves are being constructed at several ponds and in total 25,000 new aquatic plants of 15 different species will be planted. This will result in an additional 1700 cubic metres of aquatic planting which is an important habitat the Heath does not have in abundance.
13. At least another 30m of the Fleet stream will be uncovered as part of the project. Not only does this have historical importance as the Heath is the only place in London where the Fleet stream flows above ground, but the additional open stream provides good habitat and feeding for birds and amphibians. Six hectares of wild flower meadow will also be sown by the end of the project with a seed mix specified by the Heath's ecology team. Although the construction element of the project is due to be finished in October 2016, some of the environmental works, such as the restoration of wild flower meadows, will take place after this time due to the seasonal nature of this work.

### **Education**

14. The Ponds Project Education Programme launched just over a year ago, with the aim to engage and educate children in a range of curriculum based topics, utilising opportunities provided by the Ponds Project. The main focus is on Secondary Schools and to date we have run 58 secondary sessions for 1407 students, putting us behind schedule on this aspect of the project. We had planned to have delivered 83 by this stage. The reason this figure is behind is due to lack of uptake from secondary schools. We have also run 22 primary sessions for 581 students, putting us ahead of schedule for Primary engagement. Our sessions have received excellent feedback from teachers.
15. During British Science Week we ran dam building activities with BAM Nuttall for all the year 7 students in one school in Hendon, engaging with 188 students over three days.

### **Conclusion**

15. Construction works are progressing well with another pond completed and another two due to be finished imminently. The successful installation of the Ladies Pond building and the headway in the environmental restoration works are another two positives as we look toward the completion of the whole scheme. Engagement with stakeholders is going well and their future involvement as we

move towards the legacy of the project is currently being considered and will be reported to this Committee in due course. The project remains within budget (although BAM have claimed for additional costs and this is being evaluated) and within the original programme. A more detailed update on budget and issues will come to this Committee in the next round of reports.

Previous committee reports are available at: [www.cityoflondon.gov.uk/committees](http://www.cityoflondon.gov.uk/committees)

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<b>Committee(s):</b>	<b>Date(s):</b>
Highgate Wood Joint Consultative Committee Hampstead Heath, Highgate Wood and Queen's Park Committee	13 April 2016 16 May 2016
<b>Subject:</b> Superintendent's update for April 2016	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Information</b>

## Summary

This report provides an update to Members of the Highgate Wood Joint Consultative Committee on management and operational activities in Highgate Wood since November 2015. The report describes progress on operational working arrangements and income generation, sustainability, conservation and woodland management, infrastructure and facilities. This report also provides an update on changes at the Café facility and new signage and interpretation which is part of the work around the 'New identity' Project.

## Recommendation(s)

Members are asked to note the content of this report

That the views of the Highgate Wood Joint Consultative Committee be conveyed to the Hampstead Heath Highgate Wood and Queen's Park Committee at their meeting on 16 May 2016.

## Main Report

### Background

1. It has been another busy six month period since November for the Highgate Wood Team. The wet windy weather throughout November and over the Christmas period caused a significant amount of disruption to activities, especially sports.
2. Volunteer activity is developing well, and licenced educational activities for pre school and primary age groups continue to grow in popularity.
3. Planning has started to identify the best location for the 2016/17 Conservation Area, and tree safety management continues to be supported by the Hampstead Heath Tree Team.
4. The electric gate installation at Onslow gate has been rescheduled to July 2016 and there are some major changes at the Pavilion Café.
5. The Highgate Wood Team are directly involved in a Divisional review of working arrangements, with the objective of improved cross team working and deploying staff support from other teams.

### **Planned changes to closing times during the summer months.**

6. At the November 2015 meeting of this Committee, changes to summer closing times were discussed and the Committee favoured bringing the closing time back 30 minutes to 9.15pm. This time change was supported and approved by the Hampstead Heath, Highgate Wood and Queen's Park Committee, and the time changes will be implemented from 2 May 2016 and will continue for 13 weeks until the 1 August 2016 when the closing time will revert to 9pm.
7. Notices informing members of the public of the changes in closing times have been placed at all the entrances to the site from 20 February, and to date we have not received any correspondence from members of the public. However, a number of regular users have spoken to the staff and there have been some expressions of concern mainly from those people who use the woods after work.
8. We will continue to communicate information about the time changes to all the various users of the Wood, to ensure that the change does not have a significant impact, and does not prove to be difficult to implement by the Highgate Wood Team. The Hampstead Heath Constabulary will be available to support the Highgate Wood Team should there be any initial difficulty in implementing the new closing time. It may well prove helpful if the Heath Constabulary could attend for the first week or so in May to support the team at closing time.

### **Proposed changes to working arrangements.**

9. Over the last six months a comprehensive review of operational working arrangements has been carried out across Hampstead Heath, Highgate Wood, and Queen's Park. The purpose of carrying out this review is to identify areas where efficiencies can be made and redeploy resources to areas which need support. The first stage of this process has already been set in motion with a weekend roster based on a duty Manager and Supervisor working a one in four programme. This has proved successful and the focus is now on extending the same process to all the other teams.
10. The proposed changes are necessary in order to ensure that our staff resources are used effectively and we maintain consistent cover throughout the year. The proposals are designed to reflect the needs of the service and maintain a work/life balance for our staff. These proposals also contribute to the savings which we are required to deliver. Highgate Wood staff have been included in this review and a four week informal consultation process finished in February 2016, following a number of meetings with staff and Trade Union Representatives. A Formal Consultation was launched on 7 March and will close on 10 April. It is intended to implement the changes to working arrangements on 1 October 2016.

### **Roman Kiln Project**

11. At the November meeting of this Committee, the Highgate Wood Manager reported that the Heritage Lottery Bid for the Roman Kiln Project had not been

successful. This was a great disappointment to both the Team and the Working Group who had done so much to support the Project.

12. Key members of the Working Group met on 24 November 2015 to review options and discuss the next steps. Unfortunately, representatives from the Museum of London and Bruce Castle Museum were not able to attend this meeting. As a central issue was additional funding, the group arranged a fund raising event for the early New Year, and involved the local MP for the area.
13. The meeting was scheduled for 28 January 2016, and the Highgate Society and the local MP were invited to attend. The intention being to have key speakers from the Working Group and the Highgate Wood Manager make an appeal for donations. This would have contributed towards the match funding element for a second application to the Heritage Lottery Fund. In early January following consultation with the City of London Press Office, it was decided to cancel the event over concerns of potential negative publicity from the local press.
14. The City of London's Senior Leadership Team have now decided that there will not be a second application for funding from the Heritage Lottery Fund, but will continue to support an external bid from another party.

### **Sustainability**

15. The City of London's Corporate Energy Efficiency Programme is currently carrying out energy efficiency surveys and reports for all the City's principal public buildings, including a number of sites within the Open Spaces Department. The Open Spaces Department's own Energy Efficiency Board are working closely with members of the Corporate Energy Efficiency Board and will be meeting with City Surveyors Department to identify sites where the savings can be achieved.
16. At Highgate Wood the current focus is to improve the energy efficiency of the Café Pavilion, specifically the water heating system for the changing rooms which is scheduled for renewal. This has a synergy with the changes to the café lease, and the new arrangements for catering.

### **Woodland Conservation and Tree Management**

17. Over the course of the autumn and winter there have been a succession of storms blowing in from the Atlantic. There were three in November alone, named benignly Abigail, Barney, and Clodagh. The Tree Incident database, that records all significant tree damage at Highgate Wood, Hampstead Heath and Queen's Park, recorded four incidents in Highgate Wood, which were directly linked to two of these storms. There have been further high winds and rain over the Christmas period and into the New Year.
18. As reported in 2015, Highgate Wood now operates a severe weather closure protocol using MET Office weather forecasts, with the Wood being closed when wind gusting speeds of 40mph and above are reached. In November Highgate Wood was closed on two occasions one of which coincided with Storm Clodagh. In December the site was closed on three occasions, and then on the 6th and 8th February in 2016. Fortunately storms Abigail and Barney coincided with normal closing times, so there was no requirement to close the Wood to the Public. There have been a small number of complaints



about closing the site during severe weather, but given the level of effective protection the protocol provides, the Tree Management Team consider it a success.

19. Due to the bad weather the Team have had additional tree safety work to carry out throughout the autumn and winter. The Tree Team have provided additional support on some of the larger trees and those in close proximity to Muswell Hill Road. A total of 11 trees have had various reductions or limb removals carried out, and there were other smaller woodland clearance works carried out by Heath Hands volunteers.
20. A Tree Management meeting was held on the 1 March 2016 to review the progress of tree inspections and to identify priority tree safety work. Tree Management meetings will be held quarterly, and provide additional support for the Highgate Wood Team, as well as providing an opportunity to review planned future work and enlist the support of the Tree Team, if required.
21. Plans are now underway to identify the most suitable area for the 2016/17 Conservation Area. In the Conservation Management Plan two possible sites were proposed, but after some discussion another area has been put forward directly to the west of the 2012 site. There are a number of advantages to support this proposal; the clearance work will increase the light levels in the 2012 area and there are less old hornbeams to coppice, allowing for greater clearance. The area is seldom used by members of the Public and the Team hope to construct much of the fencing with the material that is coppiced.
22. A close eye is being kept on squirrel activity this spring following the high levels of damage caused last year, and the discussions held on squirrel control at the November Committee Meeting. A number of the damaged hornbeams appear to be making a steady recovery where bark damage is more localised (figure 1), and even trees that appeared to be irreparably damaged may yet survive. Interestingly the affected beech trees seem less able to regenerate bark tissue.



**Figure 1: Hornbeam bark regeneration**



## **Volunteer activity**

23. From November through to March there have been a total of nine Heath Hands volunteer sessions. One was cancelled due to high winds in February, but overall the numbers of attendants is very encouraging with 66 volunteers attending sessions during this period. There has been a focus on managing the woodland growing alongside the Muswell Hill Road fence line, coppicing hazel and felling some of the more seriously damaged trees following squirrel bark stripping. In November Heath Hands volunteers carried out various works in the 2012 Conservation Area including transplanting wild service tree saplings. Ivy has been cut back where it is growing on trees and there were sessions in the café garden and at the western end of the field.
24. Comparing volunteer numbers with the same period in 2014-2015, numbers were down by eight, but this can be accounted for by the cancellation of one of the planned sessions. The Team will be increasing the number of sessions gradually and are hopeful volunteers will respond positively.

## **Oak decline and oak regeneration**

25. Work continues to monitor the 100 young oaks, which have been protected using tree shelters. The oak decline survey will be carried out again in the summer as the value of the data collection increases with the survey period. It is hoped that this work will continue as it may be the only survey of oak decline in the London area.

## **Tree disease and biosecurity issues**

26. With Oak Processionary Moth (OPM) just 1.5 kilometres away, at the Kenwood Estate and Hampstead Heath, there is a high probability that the female adult moths will fly the short distance to Highgate Wood later this year. The Team will need to be vigilant this summer in case there are nests which, as yet, have gone unnoticed. One of the lessons learned from the discovery of OPM on the Heath during the summer of 2015, was the difficulty in spotting the first small nests.
27. One factor that does offer some hope is that the caterpillars seem to prefer trees on the edges of woodland where light levels are higher, and the conditions are drier and warmer. There is growing evidence that the one climatic factor that does appear to control their life cycle is long periods of wet weather, so wet cool summers may be of some benefit in helping control the spread of this pest. There are also some promising results from Forest Research into micro predation and parasitism.
28. Work is now underway to schedule in spraying of effected trees on Hampstead Heath and Queen's Park. This will be carried out in April through to May, depending on when the caterpillars emerge to start feeding. This varies from year to year, but can be early as late March if the weather is mild. With the spraying operation taking place this spring on Hampstead Heath we will learn more about the process and be able to plan for when the same operation has to be carried out in Highgate Wood. Staff will also have to work closely with the Tree Section from the Local Boroughs of both Haringey and Camden.

## **Sports and Recreation**

29. The weather has been very changeable over the last six months. From early January 2016 there have been prolonged periods of rain resulting in twelve football games being called off up to the beginning of February 2016. Understandably this has had an impact on income generation.
30. Site closures due to high winds led to another three games being called off (one match each in November, December and February). The season is coming to an end on the weekend of 16/17 March, and all but one of the Teams will have played their allocated games. The Cricket season starts on the weekend of 23/24 March, so work is underway to prepare the cricket square and outfield.
31. At the end of the 2015 cricket season the entire cricket square was stripped down. This involves removing as much thatch (dead grass) as possible and then top dressing with new soil and seed. This has come through very well and staff have been aerating the cricket square over the winter months to alleviate compaction and surface water. The first cutting has taken place and preparations are underway for the new 2016 cricket season.

## **Pavilion Café update**

32. The Pavilion Café tender has now progressed and a three year lease, which will commence on 9 May 2016, was approved by the Hampstead Heath, Highgate Wood and Queen's Park Committee on 14 March 2016.
33. The lease was awarded to Benugo, a family friendly catering outlet who will take over the premises on the 9 May 2016. There may be a period of renovation works carried out to the café facility from May, however temporary catering facility will be provided during this time.

## **Community and Events**

34. A member of the Highgate Wood Team, in their capacity as a bat expert, has provided specialist advice to the London Borough of Haringey, working with the Conservation Officer and Tree Officer to maintain monitoring equipment in the new hibernation tunnels near Highgate Station. These sites are attracting a number of species including Natterer's, Duabenton's, Brown Long-Eared, and Common Pipistrelle. Further advice was given in January 2016 to Haringey Council regarding bat conservation in Bluebell Wood.

## **Infrastructure and buildings**

35. The installation of the electronic gates at Onslow Gate has been delayed. It had been hoped that the Project would be completed by the end of March 2016, but progress was delayed and there have been some changes in City Surveyors with key staff leaving. Funds will be allocated from the 2016 Local Risk Budget for the gates to be installed before the summer holidays.
36. External redecoration and rainwater goods works have commenced at the Pavilion Café and are scheduled in for the three timber buildings in the yard and two of the lodges.

37. After a recent tree inspections it was decided the small sandpit in the under 5's play area should be located away from a large horizontal oak tree limb. The old sandpit was dismantled and removed and a new sandpit was constructed by the Team using railway sleepers, and is now located well outside the canopy line of the nearby oak thus reducing risk significantly.

### **New signage and interpretation**

38. New signage and interpretation boards were installed in February 2016 at all the entrances and at the information building (figure 2). The new site maps are a great improvement on the earlier versions, and the interpretation boards are a welcome new feature on the field side of the education building.



**Figure 2: New interpretation boards**

### **Planning and Local Development**

39. There are two major new housing developments under construction in close proximity to the Wood, which will have a significant impact on visitor numbers. The old Hospital site on Woodside Avenue is in the process of being developed for purpose built flats and houses, and the old Magistrates Court opposite the Archway Road entrance to the Wood has now been completely demolished in preparation for a new residential development.
40. Both development sites are within 100 metres of Highgate Wood and will inevitably lead to increased numbers of visitors. The central residential tower on the Archway Road development will have the additional impact of being clearly visible from inside the Wood, particularly in the winter months.

### **Conservation Management Plan review**

41. We are now entering year four of the ten year Management Plan, and making steady progress with a number of its objectives. The main successes have

been in the Natural Environment and Community sections, with continued success with Heath Hands volunteer sessions, and strengthening links with Queen's Wood through developing joint public walks. Queen's Wood have led the way over the last three years with their recent coppicing compartments and this provides Highgate Wood with a useful example of a more traditional approach which may be applied in the 2016/17 Conservation Area.

42. The increasing numbers of visitors, mainly children, taking part in the various licenced activities is fulfilling the educational objectives set out in the plan. Highgate Wood educational activities will also need to align with the new Departmental operating model launched in 2015 which focuses on five specific outcomes with which success will be measured. These are Understanding, Confidence, Involvement, Wellbeing, and Connection. There has to be element of caution when developing activities as it needs to be measured against the direct or indirect impact on the woodland environment and this is an area we need to focus on in the next few years. This was referred to in the reports of 2015, and will be a continuing theme in future reports to the Committee.

### **Corporate & Strategic Implications**

43. 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).

### **Implications**

44. The operational requirements highlighted in the report will be met from the Superintendent's Local Risk Budget.

### **Conclusion**

45. Highgate Wood will see some significant changes in 2016, with the new Pavilion Café lease, and the changes to closing times starting this summer. There will be a continued focus on woodland management and decisions to be made on the location of the next Conservation Area. There will also be a heightened awareness of tree pest and disease issues and on-going work to strengthen partnerships with other woodland sites such as Queen's Wood.

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By virtue of paragraph(s) 1, 3 of Part 1 of Schedule 12A  
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