



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

**Date:** MONDAY, 21 NOVEMBER 2016  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:**

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

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

**John Barradell**  
Town Clerk and Chief Executive

# AGENDA

## Part 1 - Public Agenda

1. **APOLOGIES**
  2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA**
  3. **MINUTES**
    - a) **Hampstead Heath, Highgate Wood and Queen's Park Minutes** (Pages 1 - 8)  
To agree the minutes of the meeting held on 18 July 2016.
    - b) **Hampstead Heath Consultative Committee Minutes**  
To note the minutes of the meeting held on 7 November - *To Follow*
    - c) **Highgate Wood Joint Consultative Committee**  
To note the minutes of the meeting held on 9 November - *To Follow*
    - d) **Queen's Park Joint Consultative Group Minutes**  
To note the minutes of the meeting held on 9 November - *To Follow*
  4. **SUPERINTENDENT'S UPDATE**  
Report of the Superintendent of Hampstead Heath.

**For Discussion**  
(Pages 9 - 22)
  5. **FEES AND CHARGES 2017/18**  
Report of the Superintendent of Hampstead Heath.

**For Decision**  
(Pages 23 - 36)
- Hampstead Heath**
6. **HAMPSTEAD HEATH MANAGEMENT PLAN REVIEW FINDINGS**  
Report of the Superintendent of Hampstead Heath.

**For Decision**  
(Pages 37 - 92)
  7. **REVIEW OF ANNUAL WORK PROGRAMME 2016**  
Report of the Superintendent of Hampstead Heath.

**For Decision**  
(Pages 93 - 140)

8. **HAMPSTEAD HEATH CHARITY REPORT AND FINANCIAL STATEMENTS 2015/16**  
Report of the Chamberlain.  
**For Information**  
(Pages 141 - 176)
9. **PONDS PROJECT UPDATE REPORT**  
Report of the Superintendent of Hampstead Heath.  
**For Information**  
(Pages 177 - 180)
10. **UPDATED POLICING PLAN**  
Report of the Superintendent of Hampstead Heath.  
**For Information**  
(Pages 181 - 188)

### **Highgate Wood & Queen's Park**

11. **HIGHGATE WOOD SUPERINTENDENT UPDATE**  
Report of the Superintendent of Hampstead Heath.  
**For Decision**  
(Pages 189 - 224)
12. **QUEEN'S PARK SUPERINTENDENT'S UPDATE**  
Report of the Superintendent of Hampstead Heath.  
**For Decision**  
(Pages 225 - 276)
13. **QUEEN'S PARK - OUTCOME OF EVENTS SURVEY 2016**  
Report of the Superintendent of Hampstead Heath.  
**For Decision**  
(Pages 277 - 288)
14. **QUEENS PARK AND HIGHGATE WOOD CHARITY REPORT AND FINANCIAL STATEMENT**  
Report of the Chamberlain.  
**For Decision**  
(Pages 289 - 316)
15. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
16. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

## Part 2 - Non-Public Agenda

17. **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 as follows:-

<u>Item No.</u>	<u>Paragraphs in Schedule 12A</u>
18	3
19	4

**For Decision**

18. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 18 July 2016.

**For Decision**  
(Pages 317 - 318)

19. **INTRODUCTION OF A FORMAL OUT-OF-HOURS CALL-OUT ROTA, AND THE RESULTANT REDUCTION IN REQUIREMENTS FOR OPERATIONAL RESIDENTIAL PROPERTIES**

Report of the Superintendent of Hampstead Heath.

**For Decision**  
(Pages 319 - 326)

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

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

## Part 3 - Confidential Agenda

22. **CONFIDENTIAL MINUTES**

To agree the confidential minutes of the meeting held on 16 July 2016.

## **HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE** **Monday, 18 July 2016**

Minutes of the meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 18 July 2016 at 11.00 am

### **Present**

#### **Members:**

Virginia Rounding (Chairman)	Barbara Newman
Karina Dostalova (Deputy Chairman)	Jeremy Simons
Deputy John Barker	John Beyer (Heath and Hampstead Society)
Keith Bottomley	Maija Roberts (Open Spaces Society /Ramblers' Association)
Revd Dr Martin Dudley	Philip Wright (English Heritage)
Anne Fairweather	
Michael Hudson	
Professor John Lumley	

#### **Officers:**

David Arnold	- Town Clerk's Department
Fern Aldous	- Town Clerk's Department
Susanna Lascelles	- Town Clerk's Department
Alison Elam	- Chamberlain's Department
Alison Hurley	- City Surveyor's Department
Sue Ireland	- Director of Open Spaces
Bob Warnock	- Superintendent of Hampstead Heath
Philip Everett	- Ponds Project Director
Declan Gallagher	- Open Spaces Department
Richard Gentry	- Open Spaces Department

### **1. APOLOGIES**

Apologies for absence were received from Dennis Cotgrove, Clare James, Graeme Smith, Councillor Melvin Cohen and Councillor Sally Gimson.

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

There were no declarations.

### **3. MINUTES**

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

**RESOLVED** – That the minutes of the meeting held on 16 May 2016 be approved as an accurate record.

### **Matters Arising**

#### **Oak Processionary Moth**

The Superintendent advised that 12 nests had been found on the Heath and one had been found at Kenwood House. The nests were being removed and further spraying would take place in Spring 2017.

#### **View Point Sign**

The new sign would be unveiled on 9<sup>th</sup> September to coincide with the Committee walk.

### **3.2 Hampstead Heath Consultative Committee Minutes**

**RESOLVED** – That the draft minutes of the meeting held on 27 June 2016 be noted.

### **Matters Arising**

The Superintendent drew Members' attention to the Consultative Committee's views on the proposed changes to the format of committee meetings and minute styles. The proposals were discussed under Item 5.

#### **Café Leases**

The Superintendent updated the Committee on the formation of the Café Working Party, the first meeting of which was due to take place on 19 July 2016.

There was a discussion on the composition of the group, following the Consultative Committee's suggestion that the number of "petitioners" should be increased. In response to a member's concern that the opinions of one particular group could dominate the discussion and affect the outcome of the lease, the Chairman summarised the following points:

- The group was non-decision making and collaborative
- The "petitioners" provided knowledge of the local community
- The need to ensure that knowledge of each of the three cafes was adequately covered in the group's composition
- The petitioners did not have a single agenda and should no longer be referred to in those terms.

It was advised that the Working Party would be evaluating the suggested criteria for the consultation in terms of People, Environment and Economic outcomes. A consultation would be carried out with both users and non-users of the Heath using online and clipboard-based surveys, with focus groups used to form appropriate questions. Visits would also be conducted to other sites offering similar cafés.

### 3.3 Queen's Park Joint Consultative Group Minutes

**RESOLVED** – That the draft minutes of the meeting held on 21 June 2016 be noted.

#### **Matters Arising**

The Deputy Chairman updated the Committee on an incident that had taken place in Queen's Park, as a result of which the Superintendent had reviewed staff training and the procedures for handling reported incidents.

#### 4. **REVENUE OUTTURN 2015/16**

The Committee received a joint report of the Chamberlain and Director of Open Spaces informing them of the revenue outturn for 2015-16. In response to Members' questions the Chamberlain advised that the underspend had been a result of additional income being generated. The Superintendent stated that the carry forward request for £50,000 café improvement work would be for upgrades to the Lido Building to make it viable premises for the new lease.

**RESOLVED** – That the Revenue Outturn for 2015/16 be noted.

#### 5. **SUPERINTENDENT'S UPDATE**

The Committee received a report of the Superintendent of Hampstead Heath that provided Members with an update regarding the following management and operational activities across the Heath, Highgate Wood and Queen's Park since May 2016.

#### **Consultation**

The Superintendent updated the Committee on the plans for improving the consultation arrangements, following on from a discussion and resulting recommendations from the Consultative Committee. The priorities that had been identified were;

- To consistently engage with the Consultative Committee at a formative stage when proposals were being prepared
- To prepare a Divisional Plan to feed into a forward reporting plan (to be developed for the November meeting cycle)
- To update the data relating to Heath usage to put reports in greater context and to use statistics to assist forward planning and the decision-making process
- To clearly state in reports going to the Grand Committee the recommendations of the Consultative Committee
- To 'close the loop' by ensuring that the Consultative Committee was clearly informed of the notice taken by the Management Committee of their recommendations.

#### **Schedule of Meetings**

The schedule of meetings would be amended to allow for four Consultative Committee meetings and four Hampstead Heath, Highgate Wood and Queen's Park Management Committee meetings per year, with a gap of approximately four weeks between them. This would allow time for reports to be amended to

incorporate the views of the Consultative Committee. It was agreed that the new schedule should begin in the new municipal year (April 2017). The programme of walks on the Saturday morning before the Consultative Committee would remain in place and the Superintendent would circulate a note of the issues discussed on the walks.

### **Minutes**

A meeting between the Town Clerk and the Superintendent would be arranged to discuss the recommendations of the Consultative Committee in regards to the level of detail and format of minutes. It was agreed that the draft minutes of the Hampstead Heath, Highgate Wood and Queen's Park Management Committee should be circulated to the Consultative Committee as soon as they were available.

### **Open Spaces Bill**

It was advised that a meeting with the Kennel Club had been arranged to discuss the issues presented in their petition against the Bill.

### **Learning Team**

A Gateway 2 report for conversion of The Hive would be progressing through the Chief Officers' Group, the Consultative Committee, the Management Committee and the Projects Sub-Committee in due course. The proposal involved the conversion of existing changing rooms into two classrooms and an outdoor learning space.

### **Benches**

The Superintendent advised that 120 applications for benches were on the waiting list, which would be closed to deal with the backlog.

### **Heath Hands Volunteers**

Heath Hands had completed 100,000 hours of volunteering and an invitation to an event to mark this achievement on 21 September 2016 would be sent to Members, who wished to record their thanks to Heath Hands Volunteers for their hard work in supporting the management of the Heath.

### **Events Update**

The Committee wished to thank the Leisure and Events Manager for organising the successful events programme, including the Give it a Go festival, which had been well attended.

### **Veteran Tree Seminar**

A Member informed the Committee of the discussion that had taken place at the Veteran Tree Seminar, which had highlighted the level of expertise of officers working in the Tree Team. The challenges facing the department, including lack of resources, were discussed and the Tree Team were thanked for sharing their expertise.

**RESOLVED** – That the update regarding the management and operational activities across the Heath be noted.



6. **CROSS COUNTRY PILOT ON THE HAMPSTEAD HEATH EXTENSION**

The Committee considered a report of the Superintendent of Hampstead Heath that sought approval for use of the Heath Extension for a one-year pilot of a young athletes' cross-country race.

The Operations Service Manager advised that a wide-ranging consultation had been carried out on the proposal, the recommendations from which had resulted in a change to the route of the race to avoid ecologically sensitive areas.

It was noted that both the Hampstead Heath Sports Advisory Forum and the Consultative Committee had expressed support for the proposal identified as 'Option A'.

In response to a query from a Member concerning the retrieval of a "reasonable contribution", it was confirmed that a schedule of rates for any damages would be made available to organisers prior to the event.

**RESOLVED** – That approval be granted for a pilot event to be held on the Heath Extension, using the route identified as Option A, that will ensure no permanent damage is caused to the Heath Extension.

7. **MANAGEMENT WORK PLAN FOR SMALL TUMULUS FIELD**

The Committee received a report of the Superintendent of Hampstead Heath that presented the work plan for the Small Tumulus Field.

**RESOLVED** – That approval be given to the proposals set out in the work plan (Appendix 1).

8. **PONDS PROJECT PROGRESS REPORT**

The Committee received an update from the Ponds Project Director on the on-going works and habitat restoration at the Heath. It was detailed that the construction part of the project was in its final stages, with the work on track to be completed in October.

The following points were noted:

- About 4.5% of the area of the Heath was directly affected by the works
- The contractor had been considerate to the needs of residents and Heath users, and understood the importance of habitat restoration. The involvement of the contractor at an early stage of the project had proven useful to furthering these and all other project aims.
- The decision not to use Millfield Lane for construction had proven to be beneficial
- The water quality of the Ladies Pond had seen an improvement since the works
- The hot weather had contributed to the silt-drying process.
- The habitat restoration and landscaping works that will follow the construction part of the project is of great importance.

The Ponds Project Director confirmed that he would keep the Committee updated on a claim for additional payment made by the contractor which revolved around the ownership of risk. In response to a question from a Member it was confirmed that a thorough post-implementation review would be conducted upon completion of the Project.

**RESOLVED** - That approval be granted for the reallocation of landscaping costs to be carried out by the Open Spaces team.

9. **HABITAT RESTORATION OF THE BOATING POND AND TUMULUS FIELD**

The Committee received a report of the Superintendent of Hampstead Heath regarding the habitat restoration proposals for the Model Boating Pond and Tumulus Field. It was proposed that the edge profile of the pond be changed to deter dogs and unauthorised bathers from entering the water. It was noted that the Consultative Committee had been supportive of the recommendations.

In response to a query from a Member the Superintendent confirmed that access to the newly created island in the pond, and the impact to wildlife of pedestrian access, would be kept under review.

**RESOLVED** – That approval be given to the proposals for habitat restoration and changes to the edge profiling of the model boating pond.

10. **ANNUAL REPORT ON HAMPSTEAD HEATH CONSTABULARY FOR THE PERIOD 1 APRIL 2015 TO 31 MARCH 2016**

The Committee received a report of the Superintendent of Hampstead Heath reviewing the performance of the Heath Constabulary and seeking approval for the continuation of the support for outreach work in Public Sex Environments. The Committee noted that the Consultative Committee had been supportive of the proposal to continue working with the Terrence Higgins Trust, but had deferred commenting on the proposals for the policing priorities until they were able to consider the report on more detail at their next meeting.

In response to a query from a Member the Superintendent confirmed that organisations that use the Heath for events were asked for a contribution towards the policing and administration time involved in their events.

The Superintendent further clarified that the increase in the number of incidents responded to by the Constabulary was due to recent additional training and growing confidence and competencies among the Constabulary as to the extent of their powers, rather than an increase in offences. It was felt that resources were sufficient for the number of incidents reported.

It was reported that the use of a new phone application was increasing the use of the Heath, but that there were associated risks involved with carrying mobile phones in the open.

The Committee wished their thanks to the Constabulary Team to be recorded.

**RESOLVED** – That;

- Approval be granted for the continuing of outreach work with the Terrence Higgins Trust, and that
- The priorities as laid out in Appendix 4 of the report are endorsed and a further report be presented to the November Consultative Committee meeting.

**11. CYCLICAL WORKS PROGRAMME BID 2017/18**

The Committee received a report of the City Surveyor detailing the planned programme of Cyclical Works for 2017/18.

It was noted that the Consultative Committee had recommended that the format of financial reports be changed so as to be more readily understood, and the Committee agreed with this suggestion. The City Surveyor undertook to review the content of future Cyclical Works Programme reports.

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

**12. QUEEN'S PARK - SUPERINTENDENT'S UPDATE**

The Sub-Committee considered a report of the Superintendent of Hampstead Heath that updated Members on the on-going management and operational activities at Queen's Park.

Members took account of the views of the Joint Consultative Group in their discussion on the proposal to hold a fireworks display in the Park. The Superintendent advised that a wider consultation on events in the Park was currently being carried out with users and local residents, the results of which would inform the policy on approval for such events going forward.

In response to a query from a Member in regards to Christmas tree collection, Officers clarified that the London Borough of Brent funded the collection of the trees from the Park.

**RESOLVED** – That the request for a licence for a fireworks display in the Park be declined, with the Committee to await the outcome of feedback from the Event Survey to consider it as a future event.

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

The Deputy Chairman circulated examples of interesting donation boxes, following a discussion at the Queen's Park Consultative Group about the amount of donations received.

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

The Director of Open Spaces informed the Committee that a Select Committee enquiry into public parks and their importance to communities had been convened. The City Corporation would be making a submission, the deadline for which was 30<sup>th</sup> September.

The Chairman reminded the Committee that the Committee Dinner would be held on the 10<sup>th</sup> October.

15. **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 by Part 1 of Schedule 12A of the Local Government Act.

16. **NON-PUBLIC MINUTES**

**RESOLVED** – That the non-public minutes of the meeting on 16 May 2016 be approved as an accurate record.

17. **PONDS PROJECT PROGRESS REPORT**

**RESOLVED** – That the non-public appendices to the Ponds Project Report be noted.

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

There was one question.

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

There was no other business.

20. **RESTRUCTURE OF A TEAM WITHIN THE OPEN SPACES DEPARTMENT**

The Committee considered a confidential report from the Superintendent.

**The meeting ended at 12.50 pm**

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Chairman

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<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood and Queen's Committee	21.11.2016
<b>Subject:</b> Superintendents Update	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Discussion</b>
<b>Report author:</b> Bob Warnock – Open Spaces Department	

## Summary

This Report provides an update to Members of the Hampstead Heath, Highgate Wood and Queen's Park Committee on management and operational activities across Hampstead Heath, Highgate Wood and Queen's Park since July 2016.

## Recommendations

It is recommended that:

- Members take account of the representations of the Hampstead Heath and Highgate Wood Consultative Committees and the Queen's Park Consultative Group.
- Members provide feedback to the Superintendent on the contents of this report, and specifically in relation to the Management Framework, including Appendix 1 – Forward Plan, the proposal for a May 2017 Affordable Art Fair event and views on the October circus.

## Main Report

### Open Spaces Department Business Plan

1. There is currently a corporate project to review the business planning process within the City of London. This group is looking at the process for business planning; ensuring the effectiveness of the "golden thread" between the strategic aims of the organisation and the service outcomes; ensuring the effectiveness of planning and liaison between different parts of the City of London; as well as how information is presented to Members.
2. The Open Spaces Department is engaged in this project, and is also considering business planning within the Department. Early discussions with Superintendents have suggested that one approach could be to focus the Department's Business Plan on:

- Highlighting the key strategic issues and actions for the Department and the desired outcomes (i.e. pests & diseases, green belt, population change).
  - Knowledge sharing and collective action – the things where the Divisions act together (i.e. current projects like the Open Spaces Bill, Fleet & Equipment Review, Energy Efficiency) and the desired outcomes from this work.
  - Articulating the requirements of the Department to the City (i.e. HR, IT, procurement).
3. The Business Plan would also need to reflect how the Open Spaces are delivering key outcomes for the City of London, and where the Department is working to deliver in partnership with other Departments. The business plan would also reflect the key actions and activities for each of the sites, and articulate the desired outcomes of these. The City's approach to outcomes is likely to be articulated around People, Place and Prosperity.
  4. Such an approach would necessarily reflect the importance of the site Management Plans and associated work programmes. These are particularly important due to the high levels of community engagement in these plans and the direct applicability of these plans to the sites and the communities they serve. In reality, the relationship between the Department's business plan and the Divisional plans is already one of iterative development. The Business Manager would like to see the privileged position of the management plans recognised more formally within the Department's Business Plan.
  5. As the corporate approach to business planning is being reviewed, the Superintendent has asked that the Business Manager engage with the Hampstead Heath Consultative Committee in the new year.

### **Management framework for the North London Open Spaces Division**

6. The management framework for the North London Open Spaces Division is based on the approach outlined in the Hampstead Heath Management Plan 2007-2017, Chapter 8 – Implementation and Prioritisation. We are seeking to integrate this approach across all three sites, so that it becomes embedded into our ways of working, and as the principal means of engaging with Members, formal consultation forums and the wider community.
7. A key element of this framework is a medium-term plan to steer implementation of higher-level strategies and objectives, by prioritising programmes and projects for resource allocation.

### Forward Plan

8. This is to aid agenda planning, and to give Members notice of the projects and proposals that are being prepared for their consideration and input, along with an indication of timescales. The Forward Plan will also be used to inform the Hampstead Heath Consultative Committee and Hampstead Heath, Highgate Wood and Queen's Park Committee walks programme. The Forward Plan is appended to this report.

## 2018 Plan and Management Framework

9. It is proposed that the 2018 Management Plan for Hampstead Heath is integrated into a management framework that includes:
  - A ten-year Management Plan that sets strategic direction, commencing in April 2018.
  - A Divisional Plan (medium-term plan) that guides implementation, commencing April 2018.
  - The Annual Work Programmes and Projects Plan.

## Divisional Plan

10. Implementation of the strategic objectives set out in the 2018 Plan will be via a Divisional Plan (medium-term plan), which will be prepared, implemented and reviewed on a three-year rolling basis and align with the Corporate business planning cycle.
11. The purpose of a Divisional Plan will be to set out programmes and projects to be prioritised for resource allocation across Hampstead Heath, Highgate Wood and Queen's Park.
12. The Divisional Plan will present priorities and projects drawn from the relevant Management Plans, the Open Spaces Department Business Plan and other relevant policies and strategic documents.
13. Work on preparation of a Divisional Plan has commenced, with the 2018 Hampstead Heath Management Plan providing an impetus and with the aim of having it in place for implementation in April 2018. A draft version of the Divisional Plan will be submitted to the Consultative Committee in November 2017 for comment, and then for final approval before March 2018.

## Annual Work Programmes and Projects Plan

14. The proposed Annual Work Programmes and Projects Plan has been prepared for the period January 2017 to March 2018, covering five seasons. This is to enable a transition from the previous calendar year planning cycle to align instead with the financial year. This will coincide with the 2018 Hampstead Heath Management Plan timescale and with the Corporate Business planning cycles. Following this transition period, it will continue as an annual programme, commencing in April of each year and ending the following March.
15. Highgate Wood & Queen's Park are following the same format and reporting period. The Annual Work Programme and Projects Plan for each have been adjusted accordingly.
16. Work will continue over the coming year to broaden the scope of the Annual Work Programme and Projects Plans to include all aspects of work on the Heath.
17. In June each year, the Superintendent will present a report reviewing achievements against the previous year's Annual Work Programme and Projects Plan,

and capturing learning and improvements for inclusion in the Plan for the subsequent year.

The Superintendent is seeking views from Members on the following points:

- Whether Members support the full integration of the Management Framework into our ways of working (as set out in paragraph 9).
- Whether Members consider the proposed timescales suitable for production of the Divisional Plan and Annual Work Programme and Projects Plan (as set out in paragraph 13).
- Whether Members support the changing reporting periods and consider that this will enable them, through more effective engagement, to influence and shape the management across Hampstead Heath, Highgate Wood and Queen's Park (as set out in paragraphs 14 & 15).

## **Review of 2016 Events Programme**

### Affordable Art Fair

18. The Superintendent has met with the organisers of the Affordable Art Fair to discuss their proposals for 2017. The organisers have confirmed that they wish to return to Hampstead Heath for the 7<sup>th</sup> year of the Affordable Art Fair, although they have also confirmed that the GROW London event will not proceed in 2017.
19. The organisers have submitted a proposal to hold the 2017 Affordable Art Fair from 10-14 May 2017. This would involve the Affordable Art Fair occupying the Lower Fairground site from 24 April to 19 May 2017, to facilitate set-up and dismantling of the temporary event structure. The Superintendent invites Members' feedback on this proposal to move the 2017 Fair to the month of May.
20. The 2017 Easter Fair will run from 14-17 April, the Whitsun Fair from 27-29 May, and the August Bank Holiday Fair from 26-28 August. On each occasion, the Fairs need a couple of days before the events to set up and usually a day to pack away and leave the Lower Fairground.
21. The date for 'Race for Life' has been confirmed as 8 July 2017, with the runners assembling and starting from the Lower Fairground. This event only requires the use of the site for a single day.

### Circus

22. Zippos have been holding a circus with performing domesticated animals on Hampstead Heath since October 2000. The acts vary from year to year but are based around horses, dogs and budgerigars. In 2016 the circus included a number of domesticated rescue cats in the act.
23. The circus comprised of 12 performances, plus one charity performance, which raised over £200K for a selected Cancer Charity. An estimated 6,000 people attended the circus.
24. The Animal Welfare is to a very high standard and the City of London Animal Health Inspector completed an inspection of the animals at Hampstead Heath in 2015 and the circus undergoes numerous checks throughout its tour.



25. The last inspection was carried out on Thursday 12 May 2016. The Animal Health Inspector raised no concerns following this inspection.
26. There were no activists on site during the first show on Thursday 29 September. On Friday 30 September seven activists undertook a sustained period of hostile abuse, provocation and intimidation towards the Hampstead Heath Constabulary Officers. This activity was filmed by the activists and published on social media. Activists attended the event five out of the six days during the circus event programme at Hampstead Heath. Constables were required on occasion to eject the activists from the Heath due to breaches of the byelaws. On the final night, the direct action of the activists continued to include chalking on the pathway (a breach of Byelaw 2) and continuous and sustained periods of hostile abuse and intimidation towards the Constabulary Officers who were present. The activists obstructed a moving circus vehicle by lying in front of it as it attempted to depart from the Heath, the Metropolitan Police were called but were unable to attend due to another incident occurring in the Borough. Activists filmed their presence and the actions of the Constables on a number of occasions.
27. There were a number of byelaws breached by the activists, this included Byelaw 2, defacing property, 36 – Distribution of leaflets, 38 – Delivering a public address to a group of people, 44 – Entering the Circus compound itself and obstructing the free running of the event.
28. Following the circus the Superintendent received a number of emails from members of the public stating that they did not wish to see animals used in shows for the purpose of entertainment.
29. The Leisure and Events Manager is awaiting receipt of a petition, calling for a 'ban on the use of animals in Circuses in the UK'.
30. The Superintendent seeks views from Members' on the 2016 Circus to inform the 2017 licencing arrangements.

### **2016 Events Programme Review Report**

31. The Superintendent will present a report in January 2017 reviewing the 2016 programme of events on Hampstead Heath. This will include a breakdown of the income and expenditure, and proposals for the 2017 programme of events on Hampstead Heath.

### **Open Spaces Bill**

32. The Bill Committee hearing in the House of Commons took place on 15 November. The Committee will hear an associated petition from the Kennel Club in respect of Freedom of Information relating to community protection notices.

### **Capital Projects**

#### East Heath Car Park

33. An indicative cost for resurfacing the car park using a porous asphalt surface is being obtained from the City's Highways contractor. This will inform the production of a Capital Projects Gateway 1/2 report.

#### The Hive

34. A feasibility report, led by the City Surveyors, was completed in September 2016. This report considered the proposed conversion of the remaining changing rooms at the Hive into a learning space to support the Learning Programme. This will inform the production of a Capital Projects Gateway 1/2 report.
35. Members of the Learning Team are currently utilising the existing office space at The Hive and sharing this space with Heath Hands volunteers.

#### Adventure Playground

36. In conjunction with the Open Spaces Learning Team the Superintendent will prepare a Capital Projects Gateway 1/2 report regarding the reconfiguration of the outdoor play space and equipment.

#### **Cafés**

37. In June 2016 the Superintendent appointed an Independent Consultant to undertake a programme of engagement and consultation with users and non-users of the Parliament Hill, Golders Hill Park and Highgate Wood cafés, to inform an Options Appraisal to guide future decisions on these café leases.
38. In July 2016, the City formed a Café Working Party (CWP) comprising representatives from the lead campaigners, as well as representatives from each of the Consultative Committees with knowledge of the three cafés, together with a representative of the Hampstead Heath, Highgate Wood and Queen's Park Committee. The CWP has met three times to agree the format and design of the engagement and consultation exercise, which is being implemented by the Independent Consultant. Initially a "Stakeholder Map" has been prepared to ensure the consultation is reaching all the communities that live around the Heath and Highgate Wood.
39. The engagement and consultation comprises:
- An online questionnaire was available for six weeks, and closed on 6 November. A link to the questionnaire was widely distributed to user groups and local community groups around the Heath and Highgate Wood.
  - Paper copies of the questionnaire with Freepost return envelopes were made available at the Parliament Hill, Golders Hill Park and Highgate Wood cafés.
  - Food events were held outside the cafés at weekends and during the week. These were run by the Consultant, with the full support and participation of the existing café leaseholders, and were used to engage proactively with café users.
40. A series of visits to other London Parks and Open Spaces cafés took place on 7 November, to look at a range of different offers and to meet the proprietors, to evaluate other successful business models. This was attended by six members of the CWP and the one of the existing Leaseholders.

41. Once the initial results from the online and paper questionnaires have been analysed, the Consultant will be holding a workshop with the CWP on 16 November to review the feedback and to discuss the outcomes that are emerging. This will be critical to establishing the Social, Environmental and Economic outcomes for each of the cafés.
42. Following this, towards the end of November the Consultant will report back the full findings from the consultation to the CWP, who will then have the opportunity to discuss the options for each café, taking into account the feedback from the public.
43. In January 2017, the Superintendent will present a report to the Hampstead Heath & Highgate Wood Consultative Committees, setting out the learning from the consultation and the options for café leases beyond January 2018. Once the views from the Consultative Committees have been considered, a further report will be presented to this Committee for decision.

#### Lido Café

44. On 30 September the City of London was notified by Digital Heroes of their intention to cease trading at the Lido Café at the beginning of October.
45. Consequently, the Superintendent will carry out a period of engagement and consultation with Lido and Heath users to inform future options for the Lido café lease. The Superintendent will aim to incorporate the learning from this engagement into the January 2017 Options Appraisal report.

#### **Drones**

46. Drones are becoming more readily available and affordable through High Street retailers, and open spaces appear to be an ideal location for those with a drone to fly them. During the past year, the Hampstead Heath Constabulary has dealt with a number of incidents relating to the use of drones.
47. Drones (without surveillance equipment) come under the definition of 'small unmanned aircraft' in the Air Navigation Order 2016 ("ANO"), being any unmanned aircraft having a weight of not more than 20kg. A contravention of any of the following provisions of the ANO is a criminal offence.
48. Under article 94 of the ANO, a person in charge of a small unmanned aircraft:
  - May only fly the aircraft if reasonably satisfied that the flight can safely be made.
  - Must maintain direct, unaided visual contact with the aircraft.
  - Must not fly the aircraft (if it weighs more than 7kg) within certain types of controlled airspace, without the permission of air traffic control, or otherwise at a height of more than 400 feet.
  - Must not fly the aircraft for the purposes of aerial work, except in accordance with a permission granted by the Civil Aviation Authority ("CAA").
49. The ANO makes a further distinction between drones with or without surveillance equipment, which are subject to additional rules. In reality, the majority of drones available through High Street retailers come with a built-in camera and are

therefore subject to these additional rules. In the ANO, drones with surveillance equipment come under the definition of 'small unmanned surveillance aircraft', being a small unmanned aircraft that is equipped to undertake any form of surveillance or data acquisition.

50. Under article 95 of the ANO, a person in charge of a small unmanned surveillance aircraft requires a permission from the CAA to fly the aircraft:
  - within 50 metres of any vehicle, structure or person, or within 30 metres of any person on take-off or landing (excluding the controller, etc.);
  - over or within 150 metres of an organised open-air assembly of more than 1,000 persons;
  - over or within 150 metres of any congested area.
51. All these rules are straightforward and objectively measurable, except for the last one. Schedule 1 of the ANO provides that:-

*'Congested area' in relation to a city, town or settlement, means any area which is substantially used for residential, industrial, commercial or recreational purposes.*
52. Hampstead Heath is an area within London that is wholly used for recreational purposes, and therefore comes within the designation of a congested area. This is also the view of colleagues in the Comptroller and City Solicitor's Department, with whom the matter has been discussed.
53. The Metropolitan Police are primarily responsible for the enforcement of these regulations and, although their focus will be on controlled airspace (e.g. Heathrow and Gatwick Airports) and terrorism, they will co-operate in taking enforcement action against ANO offences on Hampstead Heath.
54. In view of this advice, it is proposed that a Drones Policy is prepared for Hampstead Heath, Highgate Wood and Queen's Park. Further consultation will be required with Members and stakeholders, including the Metropolitan Police Service and relevant user groups.

### **Memorial Benches**

55. Work on the Memorial Bench Project continues, with mapping completed across all areas of Hampstead Heath, including the areas impacted by the Ponds Project. The survey has provided detailed information about the location, construction and condition of over 550 benches across the Heath.
56. Eight benches have been replaced or refurbished as part of the landscape improvement works on the summit of Parliament Hill.
57. Work is now complete on updating the records and sponsorship contact details for memorial benches, including the transfer of historic paper records to the bench sponsorship database. This has highlighted that, due to the elapsed length of time, sponsorship details are no longer current for many benches that are nearing the end of their life and due for renewal in the coming year. In the interim, the Superintendent has endorsed the practice of placing a notification on these benches regarding its imminent renewal. This method was successfully

employed to notify sponsors of memorial benches that were in the vicinity of the Ponds Project compound and works.

58. Members of staff have received training in the use of the bench database and are using the information to plan Annual Work Programmes for bench maintenance and renewal. This work is captured in the Annual Work Programme for 2017/18. Priority areas for these Programmes include continuation of the improvement works at the summit of Parliament Hill, reinstatement of benches affected by the Ponds Project, and benches across all areas that are reaching the end of their useful life.
59. While this work continues, the waiting list will remain closed until further notice.
60. Work on reviewing and updating the memorial bench policy is underway, with a consistent approach being developed across the Heath. A detailed report and recommendations will be submitted to the Consultative Committee in 2017.

### **Staff Consultations**

61. The Superintendent will provide an update on staff consultations at the meeting.

### **Learning**

62. In April 2016, the new Learning Programme was launched across the Open Spaces including Hampstead Heath. The Programme puts local communities first and aims to make an impact on people's lives through connecting them to our green spaces.
63. At Hampstead Heath, the Learning Programme Team provides:
  - A play programme based at the One O'Clock Club and Adventure Clubhouse.
  - A schools learning programme based at the Education Centre and various teaching gardens.
  - A new project 'Playing Wild', aiming to work with families with under-5s to encourage play in the wilder parts of the Heath.
64. At the One O'clock Club, an enhanced programme of play activities was introduced to support children's play and development of language, creativity, problem solving and intellectual skills. Children were given opportunities to explore using their senses, to use their imaginations and solve problems through activities such as role play in a mud kitchen, exploration of ice, bubbles and foam, and art activities such as printing, painting and modelling. A total of 4,565 children and 3,483 adults visited the Centre from April to August 2016. Comments from visitors regarding the new programmes, the atmosphere and the staff are very positive:

*"We love it here, we feel so safe and welcomed to come."*

*"The staff are amazing at what they do!!! Keep up the good work!"*
65. A new programme of activities in the Clubhouse was also introduced. Young people were able to socialise, explore and assess risks, use their imagination, learn new skills, and build their confidence through activities such as making and

launching water rockets, mask making, den building, ball games and natural clay sculptures. In all, 6,990 young people took part, and feedback was very positive:

*"I love the Adventure and the staff. We had so much fun doing arts and craft activities."*

*"My children love coming to the Adventure and Clubhouse. The Staff are great and so are all the activities. It makes me so happy seeing my children play and have fun here, as I used to come to the Adventure as a child – so glad my children can experience this too. Ephraim and the team are amazing!"*

*"The water slide was the highlight of my summer."*

66. In addition, we offered weekly family learning programmes at the Education Centre during the school summer holidays. These were a great opportunity for inter-generational learning and the activities were well received:

*"Lovely family activities put on by friendly, helpful and informative staff! Great opportunities for children to get close to nature and to learn about different species, habitats etc. We all had lots of fun, especially pond dipping and doing the arts and crafts and games, and will surely recommend to friends and be back soon ..."*

*"Absolutely amazing and well-informed team. The activities were different and educational ... most importantly the team made us all feel welcome and happy to participate with activities. Definitely looking forward to coming back in the future. Many thanks..."*

67. The school summer term at the Education Centre was very successful, with 4,212 children participating in our Schools Programme, and an additional 441 participating in our Ponds Project. Our Schools Programme provides a broad range of curriculum-linked, facilitated workshops, which enable schools to access the unique learning environment of the Heath and enrich their learning. Feedback from participating schools has been very positive:

*"The session was informative and provided children with the first-hand experience of seeing natural habitats."* Hawley Infants School

*"Everything was fun, interesting and interactive. Thank you!"* Beis Yaakov Primary School.

*"A really great activity. Raising awareness of the impact of Humans on the environment and as a team building activity!"* Hackney City Academy

68. We know that young children want to play in wild areas. However, sometimes parents aren't confident or feel that the wilder areas are not safe. Our new project 'Playing Wild' helps parents break down the perceived risks of playing in wilder areas on Hampstead Heath. Some 132 participants attended our taster sessions throughout the summer holidays, which provided a variety of activities to engage parents and children with exploring the Heath. Through these sessions, we have engaged new families to take part in our longer-term project, which started on 7 September 2016.

## **Planning**

69. The Superintendent will provide an update on planning issues relating to Athlone House, Heath House, the Water House, Whitestone House, 114-120 West Heath Road, and Parliament Hill / William Ellis Schools at the meeting.

## **Awards**

### Green Flag

70. Hampstead Heath was awarded a Green Flag for 2016/17.

### London in Bloom

71. In the Walled Garden Category, the Hill Garden and Pergola received a Gold award and was the overall Category Winner.

72. In the Large Park category (over 25 acres) Golders Hill Park was awarded Gold, and has retained this level for three years.

## **Bob Warnock**

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## Appendix 1- Hampstead Heath Consultative Committee Forward Plan

### **9 January 2017**

- Superintendents update report
- Proposed itinerary for 11 March Consultative Committee Walk
- 2016 Events Programme review outline 2017 Events Programme
- Outcomes from the café engagement and consultation and options appraisal
- Report on Kenwood Yard resurfacing
- Report on East Heath Car Park resurfacing
- Update on Hampstead Heath Ponds Project landscaping
- 2016 Review of Weddings and Civil Partnerships at the Hill Garden and Pergola

### **13 March 2017**

- Sports Advisory Forum minutes (6 Feb meeting)
- Superintendents update report
- Proposed itinerary for 17 June Consultative Committee Walk
- Update on Hampstead Heath Ponds Project landscaping
- Draft Policy on the use of Drones on Hampstead Heath
- Draft Policy on the provision and management of Memorial Benches

### **19 June 2017**

- Sports Advisory Forum minutes (May meeting)
- Superintendents update report
- Proposed itinerary for 7 October Consultative Committee Walk
- Provisional Cyclical Works Programme 2018/19 (AWP Surveyors report)
- Update on Hampstead Heath Ponds Project landscaping
- Constabulary 2016/17 Review and updated Engagement, Education and Enforcement Plan 2015—2018

### **9 October 2017**

- Sports Advisory Forum minutes (September meeting)
- Superintendents update report
- Proposed itinerary for January 2018 Consultative Committee walk (dates to be confirmed)
- Proposed Fees & Charges 2018/19
- Annual Work Programme and Projects Plan 2017/18 - Interim review (Jan 2017 – Sept 2017) to inform the proposed Annual Work Programme and Projects Plan 2018/2019.
- Update on Hampstead Heath Ponds Project landscaping

**January 2018 (date to be confirmed)**

- Superintendents update report
- Proposed itinerary for March Consultative Committee Walk
- Proposed Annual Work Programme and Projects Plan 2018/19
- 2017 Events Programme review outline 2018 Events Programme
- 2017 Review of Weddings and Civil Partnerships at the Hill Garden and Pergola

**The following additional reports will be prepared for the Hampstead Heath Consultative Committee in 2017. The forward plan will be updated and reviewed at each meeting:-**

- Update on Open Spaces Learning Programme
- Annual Review of Tree Pests and Diseases at Hampstead Heath
- Open Spaces Business Plan and Risk Registers
- Golders Hill Park Zoo and Queen's Park Farm
- Open Spaces Bill
- Café report
- Heath Hands Annual Report

<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath Consultative Committee – For Discussion	07.11.16
Highgate Wood Joint Consultative Committee – For Discussion	09.11.16
Queen’s Park Joint Consultative Group – For Discussion	09.11.16
Hampstead Heath, Highgate Wood and Queen’s Park Committee – For Decision	21.11.16
<b>Subject:</b> Fees and Charges 2017/18	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Decision</b>
<b>Report author:</b> Yvette Hughes – Open Spaces Department	

### Summary

This report sets out the proposed fees and charges for a range of facilities and services provided at Hampstead Heath, Highgate Wood & Queen’s Park for 2017/18.

### Recommendations

It is recommended that:

- The Hampstead Heath Consultative Committee, Highgate Wood Joint Consultative Committee and Queen’s Park Joint Consultative Group discuss the proposed fees and charges for 2017/18, as set out in Appendix 1 of this report.
- The views of the Hampstead Heath Consultative Committee, Highgate Wood Joint Consultative Committee, and Queen’s Park Joint Consultative Group be conveyed to the Hampstead Heath, Highgate Wood and Queen’s Park Committee at their November meeting.
- The Hampstead Heath, Highgate Wood and Queen’s Park Committee agree the proposed fees and charges for 2017/18, as set out in Appendix 1 of this report.

## **Main Report**

### **Background**

1. Charges for the wide range of services, recreation and sporting facilities provided in all the City Corporation's Open Spaces are reviewed annually, to ensure that prices and ticket options are relevant and appropriate. The current 2016/17 charges for Hampstead Heath, Highgate Wood & Queen's Park were approved by the Hampstead Heath, Highgate Wood and Queen's Park Committee in November 2015.

### **Current Position**

2. A benchmarking exercise to compare the facilities at Hampstead Heath, Highgate Wood and Queen's Park with other local providers was carried out in 2015. The outcomes of this review were incorporated into the charging structure for 2016/17.
3. The Sports Advisory Forum has been consulted on the proposed sports charges for 2017/18.
4. The proposed fees and charges include concessionary rates, offering a 40% discount on the standard adult charge.
5. A new till and ticketing system was successfully introduced at the Lido in 2016. A similar system is being procured for the Parliament Hill Athletics Track. The system allows for contactless payment to be made, as well as the issuing of plastic season tickets.
6. It is proposed that the Car Parking Charges for 2 and 4 hours be increased by 10%. However it is also proposed that the charge for additional hours (over 4 hours) be increased by 20% to deter commuter parking on the Heath.

### **Proposed Charges 2017/18**

7. It is proposed that the majority of charges for 2017/18 be increased by 1%, with rounding to aid cash handling. Consequently this may represent a marginally higher percentage uplift.
8. Season ticket charges for swimming have been increased in line with the recommendations of the 2015 benchmarking review, to spread the cost increase over two years. The charging methodology has been applied across the range of season tickets to ensure consistency.
9. It is proposed that the cost of the annual tennis registration fee be increased by 10%, to reflect the added value of the Club Spark online booking facility.
10. It is proposed that fees and charges for Weddings and Civil Ceremonies on Hampstead Heath are increased by 5%. This is to meet the increased cost of staff time associated with the administration and facilitation of ceremonies.

11. Highgate Wood Metro Blind Cricket Team Support Scheme recognises a 50% discount on the changing room hire charge. This is to support the team developing blind cricket in line with the City of London Open Spaces Department draft Sports and Physical Activity Framework (Appendix 2).
12. The Highgate Harriers Junior (11-16) Season Ticket Scheme reflects a 50% discount on the adult season ticket price. This recognises the contribution Highgate Harriers make to supporting and developing young athletes in line with the City of London Open Spaces Department draft Sports and Physical Activity Framework (Appendix 2).
13. The Superintendent is undertaking a review of the Commemorative Bench arrangements, and a draft policy and charging framework will be discussed with the Consultative Committees in 2017. It is therefore proposed that the current charges are maintained until this point.

### **Corporate & Strategic Implications**

14. The provision of sports facilities supports the City Together Strategy theme, *'A World Class City which is vibrant and culturally rich'*. Linked to this is the associated Open Spaces Strategic Aim: *'Improve the health and wellbeing of the community through access to green spaces and recreation'*.
15. The current Management Plan states the Overriding Sports Objective is *"to work collaboratively in maintaining and developing the existing sports facilities and activities in response to changing demands ensuring appropriate provision for all sections of the community"*.

### **Financial Implications**

16. The City's Financial Regulations require all Departments to recover full costs when setting charges to persons or external organisations, or submit reasons to the appropriate service Committee when that objective is not met. It is therefore at the discretion of individual spending Committees to determine the actual level of fees and charges relative to the services they provide, after taking into account local considerations and priorities.
17. The target income budget for the service in the 2017/18 financial year is set at £1.344m (including Lease Income of £229,000). This represents a net increase of £71,000 on the budget set for the 2016/17 financial year.
18. Generally, price changes reflect an uplift of 1%. This has been rounded for ease of transactional processing. Car Parking charges, Swimming Season Tickets and the annual tennis registration fee have an above-inflation increase. The Swimming Season Ticket increase is in line with the benchmarking exercise completed in 2015, with a phased increase over a period of two years.

## **Conclusion**

19. This Report sets out details of the proposed fees and charges for 2017/18. The income generated from fees and charges contributes to the cost of providing sports and recreational facilities across Hampstead Heath, Highgate Wood and Queen's Park.

## **Appendices**

- Appendix 1 – Proposed Fees and Charges for 2017/18
- Appendix 2 – City of London Open Spaces Department Draft Sports and Physical Activity Framework

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## APPENDIX 1 – HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN’S PARK

The proposed charges operate from 1 April 2017; all charges include VAT at 20%, except where stated.

### NOTES

1. The majority of the fees and charges have been increased by 1% and rounded to assist with cash handling.
2. Concession and Junior charges reflect a 40% discount on the adult ticket prices.
3. The Highgate Harriers Junior (11-16) Season Ticket Scheme reflects a 50% discount on the adult season ticket price to recognise the contribution Highgate Harriers make to supporting and developing young athletes in line with the City of London Open Spaces Department draft Sports and Physical Activity Framework.
4. Highgate Wood Metro Blind Cricket Team Support Scheme recognises a 50% discount on the changing room hire charge to support the team developing blind cricket in line with the City of London Open Spaces Department draft Sports and Physical Activity Framework.
5. Schools use of the track will comprise of the following sessions:-  
9.00 – 12.30 AM session £74  
13.00 – 16.30 PM session £74  
09.00 – 16.30 all day session £148
6. A new charge of £5 to replace lost season tickets is being proposed.
7. The benchmarking exercise completed last year indicated the Lido 12 month season ticket should increase to £195. This increase has been spread over two years. The ratio between the Lido 12 month season ticket and the other season tickets at the Lido has been maintained.
8. Sauna tickets must be purchased in conjunction with a swimming ticket.
9. To maintain the ratio between the All Swimming Facilities Season Ticket and the Lido 12 month Season Ticket the same 11% increase has been applied.
10. The cost of the tennis annual registration fee has been increased by 10% to reflect the added value linked to the introduction of Club Spark.
11. The cost of each weekly tennis coaching session has been increased by 1% with rounding.
12. The cash deposit for the hire of bowls has been increased to £20 to maintain consistency with the deposit of hire boules equipment.
13. \*1 Corporate Event prices will be worked up on a case by case basis.
14. \*2 The Parliament Hill Bowling Club and Hampstead Heath Croquet Club have been consulted on the proposed charges for 2017/18. The public fees collected from both Bowls and Croquet are passed onto the respective Clubs.
15. \*3 Where site meetings are required, fees will be applied to cover the cost of staff time.
16. Credit and Debit card payments can be taken over the telephone at both the Parliament Hill Office 0207 332 3773 and Heathfield House 0207 332 3322.
17. The City of London is procuring a new computer system for the track that will include contact less payment and the facility to print plastic ID cards for season tickets. As well as a swipe card system for season ticket holders.
18. The Fees & Charges for Weddings and Civil Ceremonies at Hampstead Heath have been increase by 5%.
19. Car Parking Charges for 2 and 4 hours have been increased by 10%. Charges for additional hours (over 4 hours) have been increased by 20%.
20. The current fees for Commemorative benches up to March 2017 have been included, A more detailed analysis of the cost for supply, installing, engraving and maintaining commemorative benches needs to be undertaken and the findings discussed with the Consultative and Management Committees. Therefore, the 2016/17 fees will be maintained until the Commemorative Bench review has been completed.

<b>SPORTS FACILITIES</b>	Charges approved 1/4/15 (£) +2.4%	Charges approved for 1/4/16 (£)	<b>Proposed Charges for 1/4/17 (£)</b>
<b>ATHLETICS TRACK</b>			
● Meetings Monday to Friday - Full day charge (except bank holidays)	-	-	<b>244.00</b>
● Meetings Monday to Friday - AM or PM sessions (except bank holidays)	93.00	120.00	<b>122.00</b>
● Meetings Peak Times – Full day charge (weekends & bank holidays)	-	-	<b>304.00</b>
● Meetings Peak Times – AM or PM sessions (weekends & bank holidays)	130.00	150.00	<b>152.00</b>
● Schools Use - Full day charge	-	-	<b>146.00</b>
● Schools Use - AM or PM sessions	55.00	72.00	<b>73.00</b>
● Corporate events	(*1)	(*1)	(*1)
● Day Ticket - Adults	3.50	3.50	<b>4.00</b>
● Day ticket - Concessionary Rate	1.50	2.10	<b>2.50</b>
● 12 Month Season Ticket - Adults	62.00	72.00	<b>73.00</b>
● 12 Month Season Ticket - Concessionary Rate	31.00	42.00	<b>44.00</b>
● Monthly Season Ticket - Adults	-	-	<b>20.00</b>
● Monthly Season Ticket - Concessionary Rate	-	-	<b>12.00</b>
● Season Ticket replacement cost	-	-	<b>5.00</b>
<b>CRICKET</b>			
● Reserved match pitch (prepared and marked)	77.00	90.00	<b>91.00</b>
● Reserved match pitch - Parliament Hill, weekends (prepared and marked)	98.00	98.00	<b>99.00</b>
● Junior pitch (prepared and marked)	46.00	54.00	<b>55.00</b>
● Cricket nets (per hour)	7.00	7.00	<b>7.50</b>
● Private changing room with hot water (Keys - deposit or charge for loss)	43.00 (25.00)	43.00 (25.00)	<b>43.50</b> <b>(25.00)</b>
<b>FOOTBALL</b>			
● Reserved match pitch Adult (with goal posts)	72.00	85.00	<b>86.00</b>
● Reserved match pitch Junior (with goal posts)	45.00	51.00	<b>52.00</b>
● School use – standard session charge	41.00	51.00	<b>52.00</b>
● Private changing room with hot water (Keys - deposit or charge for loss)	43.00 (25.00)	43.00 (25.00)	<b>43.50</b> <b>(25.00)</b>
● Hire of goal nets	15.00	15.00	<b>15.00</b>



<b>SPORTS FACILITIES</b>	Charges approved 1/4/15 (£) +2.4%	Charges approved for 1/4/16 (£)	<b>Proposed Charges for 1/4/17 (£)</b>
(Charge for damaged nets)			<b>(cost + 20% admin fee)</b>
<b>RUGBY</b>			
● Reserved match pitch Adult (with goal posts) 1pm Kick-Off	72.00	85.00	<b>86.00</b>
● Reserved match pitch Junior (with goal posts)	45.00	51.00	<b>52.00</b>
● School use – standard session charge	41.00	51.00	<b>52.00</b>
● Private changing room with hot water (Keys - deposit or charge for loss)	43.00 (25.00)	43.00 (25.00)	<b>43.50 (25.00)</b>
● Hire of goal nets (Charge for damaged nets)	15.00	15.00	<b>15.00 (cost + 20% admin fee)</b>
<b>SOFTBALL/ ROUNDERS</b>			
● Reserved Pitch	52.00	52.00	<b>53.00</b>
<b>PENTANQUE</b>			
● Hourly charge/rink	3.00	3.00	<b>3.50</b>
● (Returnable) Deposit for Boules hire	20.00	20.00	<b>20.00</b>
<b>BOWLS</b>			
● Hourly charge (per player)	3.50	3.50	<b>3.50<sup>*2</sup></b>
● (Returnable) Deposit for Bowls Hire	10.00	10.00	<b>20.00</b>
<b>CROQUET (Golders Hill Park)</b>			
● Hourly charge (members of HHCC) for lawn	4.50	4.50	<b>4.50<sup>*2</sup></b>
● Hourly charge (non members) for lawn	8.00	8.00	<b>8.00<sup>*2</sup></b>
<b>PITCH &amp; PUTT (Queen's Park)</b>			
● One Round Adult	5.50	5.50	<b>6.00</b>
● One Round Concessionary rate	2.50	3.30	<b>3.50</b>
<b>PUTTING (Golders Hill Park)</b>			
● One Round Adult	3.00	3.00	<b>3.50</b>
● One Round Concessionary Rate	1.50	1.80	<b>2.00</b>
● Lost or damaged putter	Cost + admin fee	Cost + 20% admin fee	<b>Cost + 20% admin fee</b>

<b>SPORTS FACILITIES</b>	Charges approved 1/4/15 (£) +2.4%	Charges approved for 1/4/16 (£)	<b>Proposed Charges for 1/4/17 (£)</b>
● Lost ball	Cost + admin fee	Cost + 20% admin fee	<b>Cost + 20% admin fee</b>
<b>SWIMMING</b>			
<b><i>Lido &amp; Season Tickets</i></b>			
● Early Morning / Winter - Adult	2.50	3.50	<b>4.00</b>
● Early Morning / Winter - Concessionary	1.50	2.10	<b>2.50</b>
● Evening - Adult	2.50	3.50	<b>4.00</b>
● Evening - Concessionary	1.50	2.10	<b>2.50</b>
● Day Ticket - Adults	6.00	6.60	<b>7.00</b>
● Day Ticket - Concessionary	4.00	4.00	<b>4.50</b>
● Day family ticket (up to 2 adults & 2 children)	15.00	17.20	<b>18.50</b>
● Day adult and child ticket	8.00	9.00	<b>10.00</b>
● Lido Monthly Ticket - Adult	42.00	42.00	<b>47.00</b>
● Lido Monthly Ticket - Concessionary	21.00	25.20	<b>29.00</b>
● Lido 12 Month Season Ticket - Adult	152.00	175.00	<b>195.00</b>
● Lido 12 Month Season Ticket - Concessionary	98.00	105.00	<b>117.00</b>
● Lido 6 Month Season Ticket - Adult	120.00	120.00	<b>133.00</b>
● Lido 6 Month Season Ticket - Concessionary	60.00	72.00	<b>80.00</b>
● Season Ticket replacement cost	-	-	<b>5.00</b>
● Lido Sauna Season Ticket	-	50.00	<b>51.00</b>
● Lido Sauna Day Ticket (this can only be purchased in conjunction with a Lido early morning or evening ticket or a Lido/All Facilities Season Ticket)	-	2.50	<b>2.50</b>
<b><i>Lido &amp; Natural Ponds combined Season Tickets</i></b>			
● All Swimming Facilities 12 Month Season Ticket - Adult	195.00	195.00	<b>216.00</b>
● All Swimming Facilities 12 Month Season Ticket - Concessionary	108.00	117.00	<b>130.00</b>
● All Swimming Facilities 6 Month Season Ticket - Adult	140.00	140.00	<b>150.00</b>
● All Swimming Facilities 6 Month Season Ticket - Concessionary	70.00	84.00	<b>90.00</b>
● Season Ticket replacement cost	-	-	<b>5.00</b>
<b><i>Natural Ponds &amp; Season Tickets</i></b>			
● Day Ticket: Highgate: Men's, Kenwood Ladies', Hampstead Mixed - Adult	2.00	2.00	<b>2.00</b>

<b>SPORTS FACILITIES</b>	Charges approved 1/4/15 (£) +2.4%	Charges approved for 1/4/16 (£)	<b>Proposed Charges for 1/4/17 (£)</b>
• Day Ticket: Highgate: Men's, Kenwood Ladies', Hampstead Mixed - Concessionary	1.00	1.00	<b>1.00</b>
• Ponds 12 Month Season Ticket - Adult	125.00	125.00	<b>125.00</b>
• Ponds 12 Month Season Ticket - Concessionary	66.00	66.00	<b>66.00</b>
• Ponds 6 Month Season Ticket - Adult	66.00	66.00	<b>66.00</b>
• Ponds 6 Month Season Ticket - Concessionary	33.00	33.00	<b>33.00</b>
• Season Ticket replacement cost	-	-	<b>5.00</b>
<b>TENNIS</b>			
• Annual registration fee	16.00	25.00	<b>27.50</b>
• Adult Hourly Charge - hard or grass court (per hour)	7.00	8.00	<b>8.50</b>
• Concessionary Rates - hard or grass court (per hour)	4.00	4.80	<b>5.00</b>
<b>SPORTS COACHING</b>			
<i>Tennis Coaching</i>			
<b>Adult Beginners/Improvers</b>			
• 5 weekly 1 hour lessons	48.00	50.00	<b>55.00</b>
• 5 weekly 1 ½ hour lessons	72.00	75.00	<b>82.50</b>
• 5 weekly 2 hour lessons	96.00	100.00	<b>110.00</b>
<b>Children Beginners/Improvers</b>			
• 5 weekly 1 hour lessons	39.00	40.00	<b>43.00</b>

Please see pages 6 & 7 for the proposed non-sports charges.

<b>CAR PARKING</b>	Charges approved 1/4/14 (£) +2.6%	Charges approved 1/4/15 (£) +2.4%	Charges Approved for 1/4/16 (£)	<b>Proposed Charges for 1/4/17 (£)</b>
• Up to 2 hours	2.50	3.00	3.00	<b>3.50</b>
• Up to 4 hours	5.00	6.00	6.00	<b>7.00</b>
• Additional hours or part hours above 4 hours	4.50	5.00	5.00	<b>6.00</b>

<b>WEDDINGS &amp; CIVIL CEREMONIES</b>	Soft opening approved charges 2014 (£)	Pilot year approved charges 2015 (£)	Charges approved from 1/1/16 (£)	Charges approved from 1/4/17 (£)	<b>Proposed Charges from 1/4/18 (£)</b>
<i>Hill Garden Shelter</i>					
• Monday - Thursday	1,250.00	1,800.00	2,000.00	2,400.00	<b>2,520.00</b>
• Friday	1,250.00	2,100.00	2,400.00	2,900.00	<b>3,045.00</b>
• Weekends	1,250.00	2,400.00	2,800.00	3,400.00	<b>3,570.00</b>
<i>Pergola</i>					
• Monday - Thursday	1,000.00	1,500.00	1,800.00	2,200.00	<b>2,310.00</b>
• Friday	1,000.00	1,620.00	2,000.00	2,400.00	<b>2,520.00</b>
• Weekends	1,000.00	1,800.00	2,200.00	2,700.00	<b>2,835.00</b>
• Table service charge	-	-	120.00	150.00	<b>158.00</b>
			Charges approved from 1/4/16 (£)	Charges approved from 1/4/17 (£)	Charges approved from 1/4/18 (£)
<i>Queen's Park Bandstand</i>					
• Monday - Friday			720.00	865.00	1040.00
• Weekends			960.00	1,150.00	1,380.00

<b>SKIPS, COMPOUNDS &amp; SCAFOLDING</b>	Charges agreed from 1/4/16 (£)	<b>Proposed Charges from 1/4/17 (£)</b>
• Skips <sup>*3</sup>	£60.00 (VAT exempt) per week (Minimum fee £60)	<b>£61.00 (VAT exempt) per week (Minimum fee £60)</b>
• Contractor compounds <sup>*3</sup>	£0.50 per M <sup>2</sup> per day (Minimum overall charge £60 per day)	<b>£0.50 per M<sup>2</sup> per day (Minimum overall charge £60 per day)</b>
• Scaffolding <sup>*3</sup>	£0.50 per M <sup>2</sup> per day (Minimum overall charge £60 per day)	<b>£0.50 per M<sup>2</sup> per day (Minimum overall charge £60 per day)</b>

<b>QUEEN'S PARK BANDSTAND HIRE (SMALL EVENTS)</b>	Charges approved from 1/4/15 (£)	Charges approved from 1/4/16 (£)	<b>Proposed Charges from 1/4/17 (£)</b>
<i>Including Tables &amp; Chairs</i>			
● 3 Hour slot (Monday -Sunday)	55.00	65.00	<b>66.00</b>
<i>Excluding Tables &amp; Chairs</i>			
● 3 Hour slot (weekends)	55.00	55.00	<b>56.00</b>

<b>FAIRS &amp; WALKS</b>		<b>Proposed Charges from 1/4/17 (£)</b>
● Fairs		1% increase in pitch fees
● Bat Walks	7.00	7.00

<b>COMMEMORATIVE BENCHES &amp; PLAQUES</b>	<b>2016/17</b>	<b>Proposed Charges from 1/4/17 (£)</b>
● Hampstead Heath, Golders Hill Park & Queen's Park - Bench	2,400.00	The 2016/17 fees will be maintained until the Commemorative Bench review has been completed. A report will then be presented to Committee for approval.
● Pergola & Hill Garden - Bench	4,200.00	
● Highgate Wood - Plaque	Subject to engraving costs, price on application.	

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# Sport & Physical Activity Framework

Open Spaces

Our vision for sport

<b>We aspire to:</b> Encourage participation in formal and informal recreation to enable healthy and active lifestyles.			
By encourage participation we mean .....			
<b>Awareness</b>	<b>Welcoming</b>	<b>Communities</b>	<b>Partnership</b>
Increase awareness of opportunities for people to lead an active lifestyle.	Our open spaces and facilities welcome people into sport & physical activity.	Provide accessible and appropriate facilities for our local communities.	Work in partnership to provide a range of opportunities for sport & physical activity.

Developed by the OSD Sports Programme Board

Date: 27/11/15

Approved by the OSD Senior Leadership Team

Date: 07/12/15



# Sport & Physical Activity Framework

Open Spaces

Our vision for sport

## Outcomes Framework

Code	Outcome	Indicators / Measures
<b>Awareness</b>		
A1	More people will take part in formal and informal recreation in the City of London Open Spaces.	<ul style="list-style-type: none"> <li>• Number of visits</li> <li>• Number of bookings</li> </ul>
A2	People will be more aware of opportunities for physical activity in our Open Spaces.	<ul style="list-style-type: none"> <li>• Web hits / Search engine optimisation</li> <li>• Online booking</li> <li>• Links to clubs / partners</li> <li>• Social Media</li> </ul>
<b>Welcoming</b>		
W1	Our users will be more satisfied with the sport offer at our Open Spaces.	<ul style="list-style-type: none"> <li>• Customer satisfaction survey</li> </ul>
W2	The customer journey to our sports will be a positive and safe one.	<ul style="list-style-type: none"> <li>• Customer satisfaction survey</li> <li>• Green Flag score</li> <li>• Signage</li> </ul>
<b>Communities</b>		
C1	Our users will be representative of our local communities.	<ul style="list-style-type: none"> <li>• Club membership profile</li> <li>• Customer Survey</li> <li>• Registration forms</li> <li>• Equalities data on ticket sales</li> </ul>
C2	Increase user diversity of our facilities.	<ul style="list-style-type: none"> <li>• Equalities feedback from clubs / partners</li> <li>• Equalities data on facility users.</li> <li>• Disability access</li> <li>• Improvement of our facilities that reduces discrimination</li> </ul>
<b>Partnerships</b>		
P1	Clubs will be supported / encouraged to provide opportunities across the sports development continuum from foundation to excellence.	<ul style="list-style-type: none"> <li>• Coaching</li> <li>• Competitions</li> <li>• New starters</li> <li>• CoL promote Club websites, tweets etc.</li> </ul>
P2	Our partnership arrangements will provide our customers with the best possible service.	<ul style="list-style-type: none"> <li>• Increase our partnership working</li> <li>• Customer satisfaction survey</li> </ul>



<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath Consultative Committee – For Discussion	07.11.2016
Hampstead Heath, Highgate Wood and Queen’s Park Committee – For Decision	21.11.2016
<b>Subject:</b> Hampstead Heath Management Plan Review Findings	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Decision</b>
<b>Report author:</b> Lucy Gannon, Open Spaces	

## Summary

The process to review and update the Hampstead Heath Management Plan has reached another milestone in its development. The purpose of this Report is to share the findings from the review of the 2007 Plan for your consideration and guidance in shaping the 2018 Plan.

Workshops were conducted to consult with members of past working groups involved in developing the 2007 Plan and with Hampstead Heath staff. The review captured insights and learning under five key headings to inform the development of the 2018 Plan. Key recommendations by theme include:

**Theme 1 – Progress:** the 2018 Plan shall build on the 2007 Plan and embed monitoring and regular reporting into ways of working.

**Theme 2 – Structure:** the 2018 Plan shall be embedded in a management framework for Hampstead Heath, to establish a golden thread from the 2018 Plan through to service delivery at the site level.

**Theme 3 – Relevance:** refreshing the objectives set out in the 2007 Plan and setting a mid-term review (five-yearly) for the 2018 Plan, will ensure it remains relevant and responsive to future changes.

**Theme 4 – Engagement:** engaging widely to articulate a long term vision for the Heath will inform strategic principles that can guide future management decisions and resolution of emerging issues.

**Theme 5 – Evaluation:** the 2018 Plan shall adopt an outcomes-based approach to inform prioritisation of resources and realise management aspirations.

## Recommendation(s)

- That the views of the Hampstead Heath Consultative Committee are conveyed to the Hampstead Heath, Highgate Wood and Queen’s Park Committee.
- That Members endorse the recommendations in this Report being incorporated into the 2018 Plan.

## **Main Report**

### **Background**

1. The ten-year Management Plan for Hampstead Heath will expire in 2017, making development of a revised Plan for implementation in April 2018 (2018 Plan) a priority project. Work commenced with a review of the current Management Plan (2007 Plan) and is progressing in line with the programme outline presented to the Consultative Committee and Management Committee in March 2016.
2. Completion of the Review Stage marks an important milestone. The purpose of this Report is to share the findings from the review of the 2007 Plan for your consideration and guidance to shape the 2018 Plan.

### **Current Position**

3. Early consultation revealed consensus that the 2018 Plan must build on the strengths and reflect the intentions of the current Management Plan, whilst making necessary updates to ensure it remains relevant into the future. A series of meetings and workshops has been conducted to review the effectiveness of the 2007 Plan and to share insights and capture lessons learned.
4. A review of achievements and progress towards the Essential Actions and Aspirational Goals set out in the 2007 Plan was conducted with the Hampstead Heath management team and a summary report is included in the appendices. The report demonstrates that the Overriding Objectives set out in the 2007 Plan have shaped our work over the past 9 years, with the majority of Essential Actions achieved or on-going. This review has highlighted the importance of embedding regular reporting into the 2018 Plan.
5. Two workshops were facilitated by Creative Wit, the first on Thursday 1 September 2016 bringing together fourteen Hampstead Heath and Open Space Division staff drawn from all service areas. On Saturday 10 September, four members of past working groups who had been involved in developing the 2007 Plan joined the Superintendent and three staff to reflect on the 2007 Plan and to discuss the way forward. In addition, a number of interviews and meetings were conducted for those who were not able to take part in the workshop, including the past Superintendent of Hampstead Heath, and the previous Open Spaces Communications Manager, Senior Ecologist, a member of the policy working group for the 2007 Plan and a member of the working group for natural landscape. Full details of participants are included in a consultation register provided in Appendix 1.
6. Findings from both workshops are summarised in reports prepared by Creative Wit, which are included in Appendix 2. The workshops provided a rich mix of ideas and suggestions to feed into the development of the 2018 Plan. In particular, several consistent messages emerged:
  - The 2018 Plan should set the principles, values and ethos within which everyone operates. The review was seen as an opportunity to 'put people at

the heart of the Plan', to capture the passion and commitment to ensure the Heath remains a unique, high-quality, accessible public space for all.

- The review of the 2007 Plan should be one of 'evolution not revolution'; it is important that we build on the good work and solid foundation in the current Plan.
- An outcomes-focused plan should enable effective decision-making, and establish a proactive approach to achieving and celebrating success.
- There should be clear mechanisms for evaluating and reporting progress.
- The new Plan can share clear messages about the purpose of the Heath and allow stakeholders to understand how priorities have been arrived at.
- Conflicts will arise and the Plan should provide a transparent framework for how they are resolved.
- The 2018 Plan should provide a clear link between strategic objectives and how they frame the day-to-day work on the Heath.
- The Plan should provide a long term framework for how Hampstead Heath will be managed into the future, supported by a medium term implementation plan which sets out how this will be delivered in response to changing priorities and resource implications.
- Future scanning - mapping out future trends, challenges and opportunities was seen as important.

## **Options**

7. As set out in the March 2016 Committee Report, the consultative review of the 2007 Plan addressed five key themes:
  - Progress: measuring progress and achievements to date;
  - Structure: reviewing the structure of the plan and associated framework for delivery;
  - Relevance: refreshing the objectives, actions and goals to ensure relevance in the current and future contexts;
  - Engagement: fostering a spirit of shared stewardship;
  - Evaluation: adopting an outcomes-based approach.

## **Proposals**

### Progress: Measuring progress and achievements to date

8. Workshop participants generally agreed that progress towards the objectives in the 2007 Plan has been achieved, and were able to highlight many projects and improvements. Many achievements have been presented in various Committee Reports over the past nine years, although it was somewhat challenging to qualify this in the absence of a regular reporting framework. It was felt that reporting procedures as set out in the 2007 Plan were not successfully

embedded into ways of working and that this is an improvement that needs to be made in the 2018 Plan.

The question of how effectively the 2007 Plan has guided management, prioritisation and decision-making was also challenging. There was general agreement that the established protocol of referencing the relevant 2007 Plan objective or action in Committee Reports is useful, and that this could be taken further to establish a direct link between the strategic objectives and proposals being presented to Committee (Committee Forward Plan).

9. **Recommendation:** It is proposed that there is regular reporting on progress and achievements, in direct reference to the strategic objectives set in the Plan. This may be achieved by building on the current reporting to Committee and the yearly report on the Annual Work Programme (AWP), with an expanded scope to include all programmes of delivery (currently conservation focused).

#### Structure: reviewing the Plan structure and associated framework for delivery

10. There was a great deal of discussion about the structure of the 2007 Plan and the rationale underlying the title “Towards a Management Plan for Hampstead Heath”. Generally it was thought that the three-part structure had served its purpose for the theme of Natural Landscape, where fifteen compartment management plans have been prepared with detailed specifications for targeted areas of conservation value. However, it was thought unnecessary to replicate this for the other management themes. There was strong consensus that the body of technical papers and specialist knowledge collated for Natural Landscape should not be lost, nor duplicated, whilst acknowledging that this was not necessarily appropriate for other themes.

It was agreed that the 2018 Plan should ensure a clear thread from the strategic level through to implementation, and that on-ground delivery is established and maintained. Development of a medium-term plan (Divisional Plan) will ensure the allocation of resources may be prioritised in response to changing circumstances and needs.

11. **Recommendation:** It is proposed that the 2018 Plan establish a management framework that includes:
  - a 2018-2027 Management Plan that sets strategic directions;
  - a medium-term plan that guides implementation;
  - an Annual Work Programme and Projects Plan, with detailed specifications and guidance.

#### Relevance: refreshing the objectives, actions and goals to ensure relevance in the current and future contexts

12. Discussion about the ten-year term of the Plan drew the conclusion that this is an appropriate period for a strategic plan. Recognising that change is constant, with the Ponds Project a pertinent example, it was suggested that a mid-term (five-

yearly) review of the strategic plan be conducted, to enable any unforeseen changes to be addressed.

Participants felt that the content of the 2007 Plan remains relevant and that this review should seek to update, rather than rewrite, and to add content where gaps are identified. It was agreed that new issues, challenges and opportunities are likely to emerge in the coming ten years, and that the management framework should be adaptable and responsive to these. It was suggested that a briefer document is more readily updated, and that the 2018 Plan includes a section that considers emerging trends and challenges that are likely to affect future management.

Participants agreed that the 2007 Plan provides a clear statement of intention for the various management themes but felt that it falls short in guiding management on some key issues impacting the Heath today, particularly issues that cross several themes.

Suggestions included that the review build on the objectives set out in the 2007 Plan, to develop guiding principles for addressing complex issues and considering a diverse range of views. Also to review the language used in the Plan, to ensure it reflects the role the Heath plays in the context of the wider London environment, networks and communities, and to be more forward and outward looking.

13. **Recommendation:** It is proposed that the 2018 Plan sets out strategic objectives in the context of a long-term vision for Hampstead Heath and seeks to develop principles to guide future decision-making about integrated and complex management issues. A mid-term review of the strategic Plan is recommended to ensure relevance, with a major review every ten years.

#### Engagement: fostering a spirit of shared stewardship

14. In terms of priorities, it was felt the Plan could provide clarity around the potentially overlapping priorities of conserving the Heath while ensuring many people benefit from the experiences and facilities it offers. It was suggested that engagement across the wide spectrum of Heath users and communities could help to tease out this paradox. The resulting community data could be used to refresh the existing vision statements, and to inform the development of principles for managing potential conflicts. At the same time, participants expressed a range of views on community engagement, some mindful of the risks of complex issues becoming over-simplified, the challenges of engaging harder-to-reach groups, of managing expectations, and where this sits relative to the role of the Consultative Committee in representing Heath stakeholders. Others were mindful of the importance of inclusive processes and of seeking representation of all Heath users, including the voices of those least heard. A strong theme was recognising the value of partnership working, and the important role that volunteers and local organisations play in realising aspirations for the Heath.

Establishing the Committee Forward Plan as a mechanism for setting and communicating management priorities over the short to medium term, consulting at the formative stage of proposals, and aligning with existing governance

structures will ensure effective engagement is embedded into our ways of working.

15. **Recommendation:** It is proposed that a programme of engagement with the wider community proceeds to refresh the Heath vision and to foster a shared sense of stewardship for the Heath, now and into the future.

#### Evaluation: adopting an outcomes-based approach

16. There was a general view that a key improvement needed for the 2018 Plan is to establish a framework for monitoring and evaluation, reporting and review that is embedded in our ways of working and governance structures. There was a good deal of discussion about the challenge of acknowledging and communicating success in the absence of clear outcomes being identified. Staff in particular suggested that the 2018 Plan adopts an outcomes-based approach. This will enable us to define the desired result or change we want to achieve and then track progress towards this, communicating and celebrating achievements. It was felt that a monitoring and evaluation framework must be efficient to implement, and must utilise existing knowledge and information if it is to be effective.
17. **Recommendation:** The objectives set out in the 2007 Plan provide an excellent foundation for developing an outcomes-based framework to inform decision-making and prioritising in the context of a long-term vision for the Heath.

#### **Corporate & Strategic Implications**

18. The recommendations for a management framework for Hampstead Heath are aligned with the business planning cycle, with key actions, projects and programmes able to be prioritised in the 2018/19 Divisional Plan for Hampstead Heath, Highgate Wood and Queen's Park. Annual Work Programmes across all three sites are also being aligned to financial years, as described in the Superintendent's Update.

#### **Implications**

19. The completion of the review stage has provided useful insights into ways that the 2018 Plan can build on the 2007 Plan to steer management over the next ten years. The project may now proceed into Stage 2: Defining Success, which will see a wider engagement programme to capture aspirations for the Heath and describe outcomes and impacts for the Heath and its community, now and into the future.

#### **Conclusion**

20. Following a consultative review process, the Superintendent is proposing that the review findings and recommendations be incorporated into the 2018 Plan. The 2018 Plan will span ten years and will be strategic, comprehensive and forward-looking to reflect the scale, significance and complexity of the Heath. It will be supported by a management framework, and will set the strategic direction for

prioritising and allocating resources via a Divisional Plan, which will be delivered via annual work programmes and projects. This management framework will facilitate effective and timely community engagement, and will embed regular reporting, evaluation and review into our ways of working.

## **Appendices**

- Appendix 1 – Consultation Register
- Appendix 2a – Workshop Report - Staff
- Appendix 2b – Workshop Report – past working group members
- Appendix 3 – Programme Outline for the review of the 2007 Hampstead Heath Management Plan (prepared March 2016)
- Appendix 4 – Hampstead Heath Management Plan interim progress report

## **Background Papers**

March 2016 Committee Report: Hampstead Heath Management Plan Review and programme outline

November 2016 Committee Report: Superintendent's Update

### **Lucy Gannon**

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## Appendix 1 – Register of consultation

Year 2016

Stage 1: Review of 2007 Plan: Towards a management plan for Hampstead Heath

Date	Consultation	Participant(s)
10 February 2016	Meeting with the past Superintendent of Hampstead Heath, and member of Policy working group	Simon Lee
9 May 2016	Correspondence with CoL Officer involved in 2007 Plan development	David Bentley
14 July 2016	Meeting with past member of Natural Landscape working group for 2007 Plan	Jeremy Wright
4 August 2016	Meeting with past member of Policy working group for 2007 Plan	Colin Gregory
1 September 2016	Workshop with Managers, Supervisors and staff of Open Spaces Department	Refer to Workshop Report
10 September 2016	Workshop with member of previous working groups involved in development of 2007 Plan and Col Managers	Participants included: <ul style="list-style-type: none"> <li>• Susan Rose (Built Environment WG)</li> <li>• Michael Hammerson (History WG)</li> <li>• Tony Gilchik (Natural Landscape WG)</li> <li>• John Beyer as proxy for Jeremy Wright (Natural Landscape WG)</li> </ul> Refer to Workshop Report
Proposed	Chair of Built Environment working group for 2007 Plan	Michael Welbank
Proposed	Past Director of Open Spaces and member of Policy working group for 2007 Plan	Jennifer Adams
Proposed	Past member of Built Environment working group for 2007 Plan	Nick Bradfield
On-going	CoL Officers involved in working groups for 2007 Plan development and implementation	<ul style="list-style-type: none"> <li>• Meg Game, Senior Ecologist (Natural Landscape WG)</li> <li>• Declan Gallagher, Operational Services Manager (Built Environment WG)</li> <li>• Paul Maskell, Leisure &amp; Events Manager (Sports WG)</li> </ul>

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**Hampstead Heath Management Plan Review**

**Staff Workshop**

**Thursday 1<sup>st</sup> September 2016**

**Parliament Hill Staff Yard**

**Report**

## Participants

- Abigail Tinkler
- Adam Green
- Barry Macefield
- Bob Warnock
- Danny Murphy
- Dave Cobb
- Grace Rawnsley
- Jennifer Wood
- Julia Makin
- Lucy Gannon
- Meg Game
- Richard Gentry
- Richard O'Mahony
- Richard Payne

### Workshop Objectives

By the end of the workshop we will have :

- Understood the Review process and our contribution to it;
- Reviewed the current Management Plan in order to ensure that the new Plan fully reflects future priorities and builds on our successes; and
- Considered the framework of the new plan, particularly in terms of key outcomes and performance indicators.

### Agenda

Timings	Activities
12.00pm	<b>Arrival and lunch</b>
12.30pm	<b>Welcome and Purpose of the Workshop</b> (Sharon Wright, Facilitator)
12.45pm	<b>How far have we come?</b> <ul style="list-style-type: none"> <li>- Reviewing the current Management Plan to consider :               <ul style="list-style-type: none"> <li>o What has worked well?</li> <li>o What would we do differently now?</li> </ul> </li> </ul>
2.00pm	<b>Tea</b>
2.15pm	<b>Moving Forward</b> What do we need to do in terms of : <ul style="list-style-type: none"> <li>- Structure of the new Plan</li> <li>- Key objectives</li> <li>- Identified and understood outcomes</li> <li>- Setting Performance Indicators</li> <li>- Ensuring comprehensive consultation and buy in</li> </ul>
3.45pm	<b>Review</b> <ul style="list-style-type: none"> <li>- Key messages and actions</li> </ul>
4.00pm	<b>Close</b>

## 1. What we love about working with Hampstead Heath

After introductions and an update from Lucy Gannon on the process for reviewing the Management Plan, participants were asked why they loved working on/with Hampstead Heath. Their responses were :

- The people and their commitment to the Heath
- Our stakeholders and their passion for the Heath
- It's a privilege to manage open space in the city which is used by such a variety of people
- The opportunities for sports and leisure
- The new dams and islands – the ecological improvements
- People notice what you do
- The staff and volunteers
- The impact of the spaces on young people
- We're well resourced
- It's unique
- The diversity and variety the Heath offers
- No two days are the same
- It's safe, unique and diverse
- Enabling young people to experience nature

There was clear passion and commitment amongst staff for the Heath. They valued the unique character of the space, the variety it provides, and the interaction with stakeholders and users. These messages formed the basis of further discussion and exploration through the course of the workshop.

## 2. How far have we come?

Participants were asked, in small groups, to consider the current Management Plan and how effective it had been. In particular, they discussed :

- What had worked well – successes of the current Plan;
- Whether the Plan supported them effectively in identifying and celebrating success;
- Whether the Plan supported and enabled staff to do their day to day jobs effectively; and
- Whether the Plan was still reflective of the Heath’s current and future priorities.

In plenary the following points were highlighted :

What has worked well?	Are we doing enough to celebrate success?
<ul style="list-style-type: none"> <li>- We have maintained a high standard and a high level of investment</li> <li>- The Plan is well written, but who is it for? Who is our audience?</li> <li>- Part 2 of the Plan gives clear direction. It has expert input and a clear understanding of need and what will work. It supports reporting to Members on work carried out under the Plan. It provides a ‘golden thread’ for what we do in this area but other sections are not as well developed</li> <li>- Where communications work they make a difference. For example, communication by public signage, and the Ponds Project set a benchmark for good communications</li> <li>- The Plan provides transparency about why things are done in a certain way</li> <li>- The Plan makes information available to all stakeholders and has been useful in securing funding for the Heath</li> </ul>	<ul style="list-style-type: none"> <li>- No, we’re too scared to tell people how good we are!</li> <li>- Need to take a ‘You said, We did’ approach to keep everyone informed</li> <li>- The Plan doesn’t provide outcomes in a way which allows us to celebrate when we achieve them</li> <li>- We’re too quick to apologise – we lead by saying ‘Sorry’</li> <li>- We need to be positive and pro active in our messages and how we deliver them</li> <li>- We need a positive communications strategy</li> </ul>

Does the current Plan help us to do our 'day jobs'?	Does the Plan cover our big priorities for the future?
<ul style="list-style-type: none"> <li>- It sets the ethos but doesn't give enough direction about how things should be delivered</li> <li>- Who is the Plan for? How do we make it relevant for all so that everyone can see how they contribute?</li> <li>- Should it be structured to cover :               <ul style="list-style-type: none"> <li>o The Heath</li> <li>o Staff</li> <li>o Stakeholders and communities of interest</li> <li>o Visitors</li> </ul> </li> <li>- Is a 10 year Plan too prescriptive? How does it respond to change in that period?</li> <li>- Yes, it supports decision making</li> <li>- It is linked to the Annual Work Plans but..... is there too big a gap between the two?</li> </ul>	<ul style="list-style-type: none"> <li>- Would be helpful if it set the framework for a communications strategy, particularly the relationship between staff and visitors, and how we get messages out to the public</li> <li>- Might usefully cover difficult or awkward issues such as erosion and sustainability</li> <li>- Could provide a way to integrate our two visions (conservation, and allowing people to experience the Heath)</li> <li>- Might include something about data gathering to support our activities and drive actions</li> <li>- Should link activities to resourcing</li> <li>- Establish procedures and protocols for decision making</li> </ul>

It was felt that there were helpful elements of the Plan, and in particular, the completion of all three parts of the Plan for Natural Landscape was highlighted as a success. However, there was a good deal of discussion about the fact that the current Plan did not provide clear outcomes which would allow staff to identify when major objectives had been delivered and to communicate and celebrate success. There was also confusion about who the Plan has been written for and that, while it was a comprehensive document that met a need at the time, it would probably now benefit from a clearer structure aimed at key audiences.

In terms of priorities, it was felt the Plan could helpfully provide clarity around the potentially overlapping priorities of conserving the Heath while allowing as many people as possible to benefit from the facilities on offer.



### 3. Moving Forward

In order to look to the future, participants were asked to consider how the new Plan might be shaped in terms of its structure and content, and how it might best be shared with stakeholders to ensure understanding and buy in. The following points were made :

#### Group 1

<p><b>Structure</b></p> <ul style="list-style-type: none"> <li>- Vision – range of formats for different audiences. Clarity of aim – guided by legislation</li> <li>- Management Plans on different issues – guide how to undertake tasks and link back to aims in Vision</li> </ul>	<p><b>Objectives</b></p>
<p><b>Outcomes (Benefits to people)</b></p> <ul style="list-style-type: none"> <li>- Behaviour changed by byelaws – dogs, cycling</li> <li>- Enhanced ecological environment</li> <li>- Wellbeing of Londoners through sport</li> </ul>	<p><b>Performance Indicators</b></p> <ul style="list-style-type: none"> <li>- Statistics around byelaw changes</li> <li>- Greater biodiversity</li> </ul>
<p><b>Consultation &amp; Buy In</b></p> <ul style="list-style-type: none"> <li>- Explaining to people why we have to charge and what it costs to run</li> <li>- Proactive – being clear about reasons before they happen</li> <li>- Heath Open Day – showcasing what we do as a whole</li> </ul>	<p><b>Anything Else?</b></p> <ul style="list-style-type: none"> <li>- Electronic version of the Plan with hyperlinks to other information</li> <li>- ‘Sales Pitch’ – human, emotional, relevant eg ‘London’s Premier Open Space’</li> <li>- Valuing human resources as part of the picture – making them ‘visible’</li> <li>- What machinery makes this happen</li> <li>- Interpretation Plan</li> </ul>

## Group 2

<p><b>Structure</b></p> <ul style="list-style-type: none"> <li>- Move to an integrated management framework that reflects the intentions of Parts 1,2,3 in the 2007 Plan with a clear thread from the strategic level through to the operational level.</li> <li>- Transparent decision making processes</li> <li>- Managing interactions between various policies, strategies and plans</li> <li>- Structure should enable regular and efficient review to ensure currency throughout 10 year life span</li> </ul>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>- Specific, Measurable, Achievable, Realistic, Timely (SMART)</li> </ul>
<p><b>Outcomes Based</b></p> <ul style="list-style-type: none"> <li>- Consider desired outcomes and impacts. For example an outcome may be: the Heath is a safe and inclusive open space for all and;</li> <li>- A strategy for achieving this may be: Establish an effective code of conduct for dog walkers on Hampstead Heath</li> <li>- Set out desired impacts and benefits for users</li> </ul>	<p><b>Performance Indicators</b></p> <p>Consider ways in which progress towards the desired outcomes may be measured (practical and feasible) and embed monitoring and evaluation into the 2018 management framework.</p> <p>A culture of continuous improvement and shared learning.</p>
<p><b>Consultation &amp; Buy In</b></p> <ul style="list-style-type: none"> <li>- Engagement – Consultation – Information</li> </ul> <p>More management transparency and evidence-based decision-making. The Plan should set out principles, frameworks or protocols for considering issues (eg principles for sporting events in 2007 Plan have proved effective) with clear governance and accountability (manage expectations of levels of influence).- Strive to reach as representative a sample of the ‘Heath community’ as possible</p>	<p><b>Anything Else?</b></p> <ul style="list-style-type: none"> <li>- Pictures within the Plan</li> <li>- Core audience?</li> <li>- Different name for the Plan</li> <li>- Green Flag Standards/Format</li> <li>- Projecting trends</li> <li>- HLF and potential future funders – ensure the Structure aligns with these</li> </ul>

**Group 3**

<p><b>Structure</b></p> <ul style="list-style-type: none"> <li>- We need to understand the audience and purpose before we decide on the structure</li> <li>- Potentially reference the green Flag structure</li> <li>- Mission Statement/new title (to engage)</li> <li>- Section reviewing projected trends – predict impacts</li> <li>- Look at other big organisations to get ideas</li> <li>- Needs to be accessible to the public – something readable – an Executive Summary</li> <li>- We like ‘Heath, Visitors, Staff’ but keep the Green Flag titles underneath</li> </ul>	<p><b>Objectives</b></p> <ul style="list-style-type: none"> <li>- Provide transparency, direction</li> <li>- Get public buy in/engage/moderate behaviour/garner respect</li> <li>- Answer how we deal with nature v people?</li> <li>- What’s the point of the Heath?</li> <li>- Shared understanding of what we are trying to do</li> <li>- Secure resources from Committee/Chamberlain</li> <li>- Public understanding</li> <li>- What we are actually going to do</li> </ul>
<p><b>Outcomes</b></p> <ul style="list-style-type: none"> <li>- People pick up the Plan and read it</li> <li>- People have an understanding about the management of the Heath</li> <li>- People know more about the Heath/how great it is</li> <li>- Staff are involved in the development of the Plan</li> <li>- The Heath is well managed with clear direction for staff</li> <li>- People have a good experience on the Heath (staff and visitors)</li> <li>- People feel connected and have ownership over the Heath (staff and visitors)</li> <li>- People trust us to manage the Heath</li> </ul>	<p><b>Performance Indicators</b></p> <ul style="list-style-type: none"> <li>- Yes – we need them but maybe sit outside the Management Plan (in Divisional Business Plans and Annual Work Plans instead)</li> <li>- Industry Standard Awards</li> <li>- Maybe complaints?</li> <li>- Stats/dashboard</li> </ul>
<p><b>Consultation &amp; Buy In</b></p> <ul style="list-style-type: none"> <li>- Do not start with a blank sheet!</li> <li>- Be clear on what there is scope to consult on (only what we can</li> </ul>	<p><b>Anything Else?</b></p> <ul style="list-style-type: none"> <li>- Where does it sit in respect to the Divisional Business Plan?</li> </ul>

change) - Respect our knowledge - Difference between evaluation of services and consultation	
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#### 4. Conclusions and Next Steps

The workshop provided a rich mix of ideas and suggestions to feed into the Management Plan Review at this early stage. In particular, consistent messages emerged around :

- **Clarity about who the Plan is for.** It was understood that there were a number of potential audiences (trustees, funders, staff, stakeholders, and the public) and it would be important to distil key messages for each;
- **Communications.** It was felt that the Plan could be a very helpful tool in driving positive communications about the Heath and the achievements of staff in delivering high quality services. An outcomes focused Plan would establish the scope of work and enable a proactive approach to celebrating success;
- **Decision making.** It was agreed that the Plan should enable effective decision making and that staff should be able to see how it framed their day to day work. It was felt that the mechanisms by which this happened (ie the links between the Plan and other existing work plans) needed further consideration;
- **Values and Ethos.** The Plan should set the principles, values and ethos within which everyone operated. The review was seen as an opportunity to capture the passion and commitment staff felt for the Heath, so that everyone was aware of the great work being done to ensure it remained a unique, high quality, accessible public space for all; and
- **Future scanning.** Using the Plan to map out future challenges and opportunities was seen as important. This would ensure it was forward looking and could anticipate the impact of future trends.

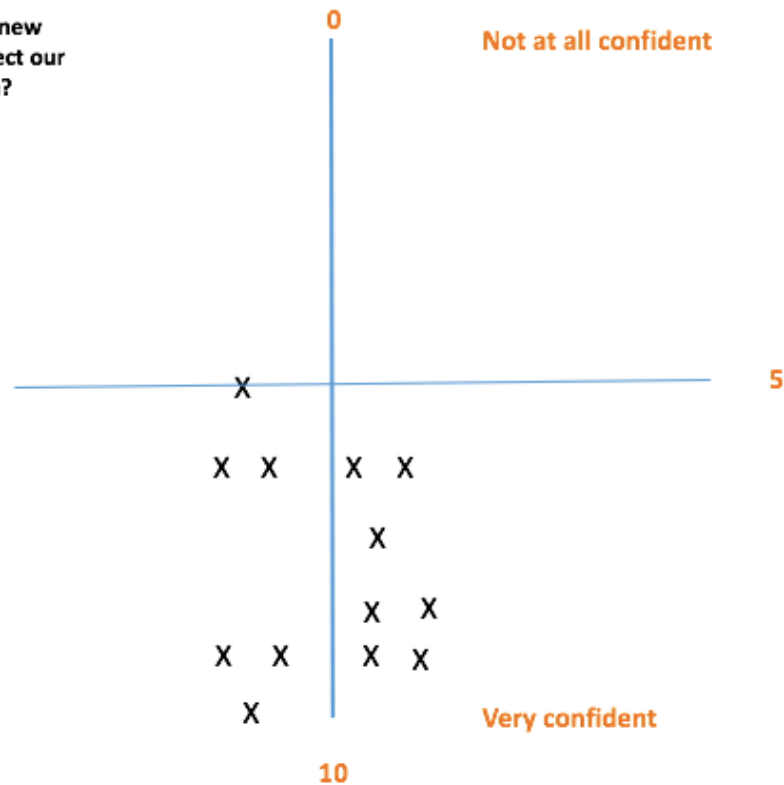
Participants were asked how staff might best continue to be involved in the Plan review and suggested :

- Using Staff Forums and Newsletters to keep everyone updated on progress;
- Setting up working groups to take forward specific issues;
- Having site 'ideas boxes' or 'meet and greet' sessions to gather further ideas and involve staff at all levels; and
- Asking for 'Champions' from across the organisation who would support the review.

## 5. Evaluation

Finally, to gauge how staff were feeling after the workshop, they were asked to mark on a scale of 0 (Not at all) to 10 (Very) how confident they were that the new Plan would fully reflect their objectives for Hampstead Heath. Their responses were at the 'confident' end of the scale and are shown below. This will be a useful benchmark for evaluating the effectiveness of staff engagement at a later date.

How confident are you that the new Management Plan will fully reflect our objectives for Hampstead Heath?



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**Hampstead Heath Management Plan Review**

**Workshop Report**

**Saturday 10<sup>th</sup> September 2016**

**Kenwood House**



**Participants**

Susan Rose  
Michael Hammerson  
Tony Ghilchik  
John Beyer

Bob Warnock  
Declan Gallagher  
Jonathan Meares  
Lucy Gannon



### Workshop Objectives

By the end of the workshop we will have :

- Reviewed the current plan and understood its rationale and underlying drivers in order to better shape the process and the new plan;
- Interrogated the current plan to review success so these can be built upon; and
- Considered the framework of the new plan, key outcomes and performance indicators.

### Agenda

Timings	Activities
10.00am	<b>Welcome and Purpose of the Workshop</b> (Sharon Wright, Facilitator)
10.15am	<b>Understanding the Context</b> <ul style="list-style-type: none"> <li>- Rationale and underlying drivers for the current Plan</li> </ul>
10.50am	<b>How far have we come?</b> <ul style="list-style-type: none"> <li>- Reviewing the current Management Plan to consider :               <ul style="list-style-type: none"> <li>o What has worked well?</li> <li>o What would we do differently now?</li> </ul> </li> </ul>
11.30am	<b>Coffee</b>
11.45am	<b>Moving Forward</b> <ul style="list-style-type: none"> <li>- What are the main challenges for Hampstead Heath that a new plan should address?</li> <li>- How best can we ensure buy in from stakeholders?</li> </ul>
12.45pm	<b>Review of key messages and Close</b>
1.00pm	<b>Lunch</b>

### 1. Rationale and Underlying Drivers for the Current Plan

The workshop invited those who had been part of the working groups that had developed the current Management Plan to objectively assess its success and to consider how the new Plan might fully reflect the current context.

After introductions and an update from Bob Warnock on the process for reviewing the Management Plan, participants were asked to reflect on how the current Management Plan had been developed. Key points made were :

- The Working Groups which developed much of the content of the Plan were representative of stakeholders which was a positive of the process
- The Working Groups were given an agreed structure and clear topics to address and this was a useful approach
- The Working Groups allowed specialists to be brought into the discussions, and this was seen as helpful in developing the Plan
- This was the first fully integrated Plan for the Heath and sought to develop a structure which could then be expanded upon for individual topic areas. This is why it is titled 'Towards a Plan...' as it was recognised there was more work to do. It was considered at the time that some areas, such as habitat, would require more detailed work than others
- The Plan usefully considered the area around the Heath, taking account of, for example, planning policies, and what impact this might have on the future of the Heath. This was seen as a proactive approach

While it was recognised that the current plan discussions had taken place almost 10 years ago, participants were in agreement that the process had been well structured and inclusive, and that the current Plan reflected the fact that it was a document which could be built on over time. The fact that this was the first comprehensive Plan for the Heath meant it was naturally a starting point for future work.

It was felt to be particularly important that the review of the current Plan included consideration of the areas around the Heath and the impact policies and developments there might have.

## 2. Reviewing the Current Management Plan

Participants were asked to consider, with the benefit of hindsight :

- What had worked well in terms of the current Plan; and
- What, if anything, they would do differently in developing the new Plan.

In small group discussion and then plenary, the following points were recorded :

There have been many positive aspects of the Plan's implementation, including the designed landscapes such as Hill Gardens

There is still a need to get right the critical relationship between preserving the Heath and having a space which is open to all. Given the need to balance these priorities, there are a range of activities on the Heath where conflict might arise and it is right that the Plan be used to help manage these

It is still right that the Plan sets the big picture context for the Heath and many of the principles in the document are still valid, but.....

- We need to take an evidence based approach and have more baseline data on which to steer future work on, for example, ecology
- We need to quantify the change we want to achieve and then communicate when we've met our objectives
- The Plan needs to set out resource implications for the various activities it contains
- The Plan needs to continue to take account of the area around the Heath and the implications of policies which may overlap
- It would be helpful to structure the Plan to take account of :
  - Long term principles;
  - A medium term strategy; and
  - Links to Annual Work Plans
- It was felt that this approach would help to manage conflicts where they arise, create a more adaptable approach to planning, and ensure there was no distraction from the big priorities



It was felt to be important that the Plan was not totally rewritten, but rather revised to ensure the key principles were clearly stated and that a medium term strategy underpinned these. The strategy should be evidence based, outcome driven and allow for success to be identified and celebrated.

### 3. Moving Forward

In order to feed views into the development of the new Plan, participants were asked to provide their views on four areas :

- The process of developing the new Plan, including how best to engage key stakeholders;
- The structure of the new Plan;
- The key priorities and issues the new Plan should address; and
- How best to implement and evaluate the new Plan.

In discussion following points were highlighted :

<b>The process for developing the new Plan and engaging stakeholders</b>	<b>The structure of the new Plan</b>
<ul style="list-style-type: none"> <li>- Use the Consultative Committee within the Review Process, particularly to look at progress against the current Plan. The suggestion was to use Specialist Groups to do some of the initial work and then to discuss the outcomes at the Consultative Committee</li> <li>- Use the process to create a shared vision and shared ownership with the Heath community. There was no overall view on how best to do this but it was felt that gathering environmental and social data, understanding the problems the Plan is trying to address, and then targeting specific groups (such as cyclists and dog walkers) for their input may be helpful</li> <li>- Engaging with local schools was seen as a helpful approach</li> </ul>	<ul style="list-style-type: none"> <li>- Much of the current Plan is seen as still being relevant but it does need to be updated and refreshed to address areas where conflict occurs. There needs to be an understanding of where people interface with 'places' and how best to tackle any issues which arise</li> <li>- The Plan contains too many 'considers' and should instead prioritise the urgent and/or essential activities. This will include an assessment of resource implications if priorities are to be delivered</li> <li>- The new Plan should be a clear strategy document so that everyone who reads it understands the direction of travel for the Heath</li> </ul>

Key priorities and issues	Implementation and evaluation
<ul style="list-style-type: none"> <li>- The new Plan is an opportunity to set out good news stories showing how far we have come in delivering key objectives</li> <li>- The Plan should set out a clear 'story' of what we want for the Heath in the long term but should clearly manage expectations. Part of the story will be an understanding of the core purpose of the Heath and the values that underpin the City's work</li> <li>- There needs to be an archaeological survey of the Heath</li> <li>- The Plan should set a clear baseline of evidence and be transparent about how objectives will be monitored and evaluated</li> <li>- There should be a clear communications strategy for the Plan</li> <li>- There needs to be clarity about who will be involved in decision making</li> <li>- The Plan is an opportunity to set out clear policies, allowing conflicts to be managed in a transparent way</li> <li>- It was felt that a 10 year Plan covered too short a period. Rather the Management Plan should establish a framework for the future and be underpinned by a medium term delivery plan</li> </ul>	<ul style="list-style-type: none"> <li>- We need to be clear when priorities have been delivered, and have a reporting mechanism which allows us to share successes</li> <li>- Use the Consultative Committee to review progress on the Plan</li> <li>- Be clear about timescales for delivery and how they will be monitored</li> <li>- Have a 5 year interim review process so that the strategic plan can be adapted to accommodate changes</li> </ul>

#### 4. Conclusion

Participants were in favour of an 'evolution not revolution' approach to the Plan review. However, while they felt many of the core principles and values were unchanged since the Plan was first developed, they were clear that :

- the Plan should be a long term framework for how Hampstead Health will be managed into the future, supported by a shorter term plan which sets out how this will be delivered;
- the new Plan is an opportunity to give clear messages about the purpose of the Heath and what has been achieved in the last 10 years;
- the structure of the Plan needs to be revised to ensure clarity on vision, values, priorities, outcomes, delivery and resource implications;
- there should be a clear evidence base for the new Plan, allowing stakeholders to understand how priorities have been arrived at;
- conflicts will arise and the Plan should provide a transparent framework for how they are resolved; and
- there should be clear mechanisms for evaluating and reporting progress against the Plan.



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

Notes:

- Refers to the five broad themes set out in the March 2016 committee report. The report outlines the proposed approach which is to review the current plan and apply the learnings to the preparation of the 2018 Plan. The five themes are:
  - Progress Measuring progress and achievements to date
  - Structure Reviewing the structure of the plan and associated framework for delivery
  - Relevance Refreshing the objectives, actions and goals to ensure relevance in the current and future contexts
  - Engagement Fostering a spirit of shared stewardship through wider engagement
  - Evaluation Adopting an outcomes-based approach to inform evaluation
- Six working groups were established to review specific topics during development of the 2007 Plan. Membership of the groups included experts in that field, local interest and user groups, partner organisations and members of staff.
- Committee<sup>3</sup> refers to the Consultative Committee and the Management Committee.

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## A Summary of progress to date

### Towards a management plan for Hampstead Heath 2007 – 2017

This table presents a summary of the Overriding Objectives, Essential Actions and Aspirational Goals and provides notes on progress achieved to date.

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
History	Overriding Objective	H1	<b>Protect and conserve the historic aspects of the Heath and take due account of the distinctive histories of its component parts.</b>	
History	Essential Action	H2	Interpret and make accessible to as wide a public as possible the history of the Heath, and do this in a way that will complement its other distinctive characteristics.	This approach is embedded in large projects like the Ponds Project, the Hill Garden and Pergola and Golders Hill Zoo.
History	Essential Action	H3	Compile an inventory (including assessment of the condition) of the historic features of the Heath and an archive of historic materials (for example maps, photographs and manuscripts). These will assist in historical interpretation. The inventory will feed into a planned and prioritised maintenance programme.	Mapping of artefacts and boundary features as set out in Figure 19 of the 2007 Plan. The City Surveyors undertake a programme of regular inspections and maintenance of these sites and artefacts.
History	Essential Action	H4	Make the link between landscape history and landscape management, so that members of the public can have a greater understanding of current management strategies.	This approach is embedded into programme delivery, in particular through the Annual Work Programme (AWP). It is also a key part of walks and discussions with various Committees and stakeholder groups. Interpretation signs at the Viaduct and Two Tree Hill were developed by a stakeholder group (Geological Society). Also the Wild About Hampstead Heath Project volunteers develop resources that embrace these themes.
History	Essential Action	H5	Historic mapping should be used to help guide management to restore sensitively some	Historic hedgerow mapping informs current management. Recently planted 3 oaks in Tumulus Field based on historical

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
			elements of the historic landscape where appropriate, for example, some individual trees which indicate former lines of hedgerows and lost ponds.	mapping.
History	Essential Action	<b>H6</b>	Maintain existing views and consider the restoration of lost views where appropriate.	Since 2007 the Tree Team has undertaken works to maintain the views from the summit of Parliament Hill and Harrow view (from the Pergola). These works are on-going and delivered via the Annual Work Programme (AWP), with tree canopy works undertaken approximately twice within a 10 year period.
History	Essential Action	<b>H7</b>	Contribute historical information to a professionally designed and attractive website (see Essential Action E4).	In recognition of the the significance of the rich heritage of the Heath, historical information is a key theme woven through the CoL web pages. For example; <a href="http://www.cityoflondon.gov.uk/things-to-do/green-spaces/hampstead-heath/heritage/Pages/the-pergola.aspx">http://www.cityoflondon.gov.uk/things-to-do/green-spaces/hampstead-heath/heritage/Pages/the-pergola.aspx</a>
History	Essential Action	<b>H8</b>	Consider establishing a panel of historical advisors to advise the Superintendent on matters relating to history.	To date, a formal panel of advisors has been considered unnecessary, with the Superintendent adopting an approach of seeking advice from historians sought on specific projects and proposals, as appropriate.
History	Essential Action	<b>H9</b>	Encourage a greater involvement of volunteers and local historians in research, production of information (such as themed leaflets) and publications and in guided walks.	The Events Diary includes a programme of guided walks, many of which are led by volunteers and local historians. Volunteer involvement has continued to grow, with Heath Hands celebrating a milestone of 100,000 volunteer hours in September 2016.
History	Essential Action	<b>H10</b>	Consider the provision of better historical information at points of entry to the Heath.	Signage and information boards at points of entry to the Heath have been renewed periodically as required and in line with the Open Spaces identity. Consistent with the general principle of minimising signage across the Heath, it is appropriate to explore new ways of providing interpretative material to visitors.

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
History	Essential Action	H11	Make more of this historical information available outside the Heath, for example at libraries, schools and Tourist Information Centres.	In addition to the Events Diary which is distributed to local schools, museums and libraries; information is accessible on the CoL webpages.
History	Aspirational Goal	H12	Consider the establishment of a visitor centre with historical and ecological displays and information about facilities and events (see Aspirational Goal E6).	For further consideration
History	Aspirational Goal	H13	Consider the use of unobtrusive technology for information provision at specific points (see the Kew Gardens example) (see Aspirational Goal E5).	For consideration
History	Aspirational Goal	H14	Consider the establishment of the post of Heritage Officer to run courses, lead walks, prepare teaching packs, etc.	For consideration
History	Aspirational Goal	H15	Consider the re-introduction of grazing to restore a part of the lost landscape of the Heath (see Aspirational Goal NL23).	For consideration
History	Aspirational Goal	H16	Consider undertaking an archaeological survey of the Heath as it is little explored or understood, apart from the major features covered in this chapter.	Museum of London Archaeology surveys were undertaken for areas impacted by the Ponds Project, including a section of Tumulus Fields. Surveys will be conducted for specific projects and proposals, as appropriate.
<b>Natural Landscape</b>	<b>Overriding Objective</b>	<b>NL1</b>	<b>Retain and enhance the Heath's habitats and natural resources to enable continued quiet enjoyment and appreciation of the natural world by its visitors.</b>	

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
Natural Landscape	Essential Action	<b>NL2</b>	Maintain a detailed vegetation survey of the Heath.	An overall survey was completed in 2009. The Ecology Team undertakes a range of selected vegetation surveys, bramble extent and invasive species, for example, thistle.
Natural Landscape	Essential Action	<b>NL3</b>	Manage the Heath's grasslands to enhance their nature conservation and aesthetic value.	Annual cutting map prepared and implemented to maintain meadows. Work to create species rich meadow in existing grassland areas includes the Sparrow site (RSPB partnership project) and the Old Hockey Pitch. About five hectares of species-rich meadow sown through the Ponds Project.
Natural Landscape	Essential Action	<b>NL4</b>	Manage the Heath's woodlands and scrub to enhance their nature conservation value and improve their distinctiveness.	Veteran Trees Survey completed in 2006 by Heath Hands volunteers. Activities to ensure the area of woodland is maintained include: maintenance of veteran trees to optimise their life time, treatment of invasive species. A Compartment Management Plan (CMP) for the Orchard was completed in 2011. Also surveyed and planted some rare tree species including Wild Service and Black Poplar. Coppicing of glades within the Fleet Stream compartment continues in accordance with the CMP. Also Sandy Heath Ride glade creation as set out in the CMP.
Natural Landscape	Essential Action	<b>NL5</b>	Manage the Heath's ponds to enhance their nature conservation value.	Nearly 30,000 new aquatic plants across 2,000 square metres have been planted as part of the Ponds Project. Five main ponds have had sediment removed as well as a number of smaller ponds to maintain their nature conservation value. In addition, three new small ponds as well as numerous ephemeral pools have been created at Bird Sanctuary pond and south of Stock Pond. A Compartment Management Plan was completed for the Seven Sisters chain in 2010.
Natural Landscape	Essential Action	<b>NL6</b>	Manage the Heath's hedgerows to enhance their nature conservation value.	A hedgerow survey was undertaken in 2013. A programme of active management, partially funded by a City Bridge Trust grant has significantly enhanced historic hedgerows across the Heath. AWP includes active management works to be undertaken each

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
				year.
Natural Landscape	Essential Action	<b>NL7</b>	Manage the Heath's heathland and dry acid grassland to enhance their nature conservation value (see Aspirational Goal NL15).	Implemented a three year programme partially funded by a City Bridge Trust grant. Active management set out in AWP via cutting regimes.
Natural Landscape	Essential Action	<b>NL8</b>	Manage the Heath to protect and enhance populations of plants and animals protected by law, identified as being Priority Species in national and local Biodiversity Action Plans, or identified in subsequent management planning as being worthy of protection.	On going surveying and monitoring of fauna. Specific species include reptiles (grass snakes), stag beetles, invertebrates and hedgehogs. Plant species monitoring is limited to Tormentil. Annual activities are set out in the AWP and CMPs.
Natural Landscape	Essential Action	<b>NL9</b>	Retain dead and dying wood wherever possible to encourage invertebrates, fungi and birds.	The default approach is to retain dead and dying wood in situ across the Heath.
Natural Landscape	Essential Action	<b>NL10</b>	Use interpretation to explain and make available the Heath's landscape and wildlife resources to a wide and diverse audience.	In 2012, an HLF funded partnership project with the Royal Society of the Protection of Birds (RSPB) was developed to provide innovative interpretation of the Heath's environment – Wild about Hampstead Heath (WAHH). The project was successful in developing 'Guerrilla Interpretation' methods using modified ice cream tricycles packed with interpretative games, messages and activities. The project successfully engaged with new communities and developed a new volunteering programme. WAHH continues to be managed and provided by Heath Hands.
Natural Landscape	Essential Action	<b>NL11</b>	Plan for climate change.	Climate change mitigation and adaptation is embedded into management across the Heath.

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Natural Landscape	Essential Action	<b>NL12</b>	Monitor changes in the Heath's ecology (see Aspirational Goal NL16).	The Ecology Team oversees an on going programme of monitoring aspects of the Heath's habitats and fauna as set out in the AWP and CMP. Currently working to involve Heath Hands volunteers in monitoring, for example hedgehog surveys.
Natural Landscape	Essential Action	<b>NL13</b>	Nurture and retain the Heath's current veteran trees and identify and plant replacement trees to maintain the overall stock for future generations (see Aspirational Goal NL17).	This is embedded in the annual work programme for the Tree Team.
Natural Landscape	Essential Action	<b>NL14</b>	Control certain invasive and inappropriate species (see Aspirational Goal NL22).	Control has been relatively effective or at least maintained the status quo for some species, such as Japanese knotweed, bramble and thistle, but less so for others, such as common hogweed.
Natural Landscape	Aspirational Goal	<b>NL15</b>	Retain, restore and extend areas of heathland and dry acid grassland as functioning, sustainable habitats.	0.1 hectares of land was restored from scrub and developed as acid grassland. Management plans were developed for large extents of gorse habitat resulting in a 10% increase in this habitat to date.
Natural Landscape	Aspirational Goal	<b>NL16</b>	Prepare detailed plans to monitor changes in the Heath's ecology.	Generally, monitoring is embedded in the Compartment Management Plans and implemented via the AWP.
Natural Landscape	Aspirational Goal	<b>NL17</b>	Prepare detailed plans to nurture and retain the Heath's current veteran trees and identify and plant replacement trees to maintain and increase the overall stock for future generations.	This is embedded in the annual work programme for the Tree Team.
Natural Landscape	Aspirational Goal	<b>NL18</b>	Consider providing a substantial, undisturbed area of scrub and bramble on the Heath.	The value of scrub and bramble habitats is now recognised, and existing habitats are being proactively managed in accordance with CMP.



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Natural Landscape	Aspirational Goal	NL19	Extend the West Heath sphagnum bog outwards and along the valley to the Leg of Mutton Pond.	Several new scrapes have been made as well as opening up of a new seepage point to the east of the West Heath bog. Sphagnum has been translocated and is growing in new locations.
Natural Landscape	Aspirational Goal	NL20	Establish a significant area of reedbed.	Significant areas of wetland vegetation have been planted through the Ponds Project. A Compartment Management Plan was completed for the Bird Sanctuary reedbed area.
Natural Landscape	Aspirational Goal	NL21	Identify wildlife habitats and species close to, but outside, the Heath and encourage their protection and enhancement.	For further consideration
Natural Landscape	Aspirational Goal	NL22	Eradicate or control certain invasive and inappropriate species.	Japanese knotweed, Himalayan balsam and giant hogweed have been successfully removed from several locations. Himalayan balsam has continued to be controlled yearly with involvement of Heath Hands volunteers.
Natural Landscape	Aspirational Goal	NL23	Consider the re-introduction of grazing as a management tool.	For consideration
<b>Hydrology</b>	<b>Overriding Objective</b>	<b>HY1</b>	<b>Manage the Heath's ponds and watercourses to enhance their nature conservation value, reduce flood risk and address water quality problems.</b>	
Hydrology	Essential Action	HY2	Undertake detailed surveys and further data collection and develop an overall management strategy for the ponds on the Heath and their associated watercourses.	Detailed surveys completed for Ponds Project (Hampstead and Highgate chains). Work on a pond management strategy and associated plans to commence at completion of Ponds Project (post-October 2016).
Hydrology	Essential Action	HY3	Ensure that the stability and levels of the dams which contain the water bodies conform to statutory requirements.	Ponds Project was developed to ensure the dams do not overtop and engineering works were completed in October 2016. Built Environment to undertake regular monitoring which will continue

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
				every 6 months.
Hydrology	Essential Action	<b>HY4</b>	Map and manage manmade surface water drainage – especially relating to points where pipework is used to drain water alongside and across paths.	For consideration
Hydrology	Essential Action	<b>HY5</b>	Manage the Heath's watercourses to slow the flow of water, creating pools and wet flushes to slow the speed at which water and sediment enter the ponds and manage the surface of the Heath to increase water absorption.	A number of pools and log dams created. Hampstead Fleet stream management plan developed.
Hydrology	Essential Action	<b>HY6</b>	Review the fishing policy, ensuring that fishing can take place sustainably on the Heath (See Essential Action P5).	For consideration following completion of the Ponds Project.
Hydrology	Essential Action	<b>HY7</b>	Improve water quality through a range of small-scale management projects.	A number of pools and log dams created. Hampstead Fleet stream CMP developed.

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Hydrology	Essential Action	<b>HY8</b>	Ensure compliance with the European Bathing Water Directive (2006/7/EC).	<p>The ponds are classed as Inland Bathing Waters under the Directive.</p> <p>Water quality at designated bathing water sites in England is assessed by the Environment Agency. From May to September, weekly assessments measure current water quality, and at a number of sites daily pollution risk forecasts are issued. Annual ratings classify each site as excellent, good, sufficient or poor based on measurements taken over a period of up to four years. Based on samples taken from 2012 to 2015 the ponds at Hampstead Heath have been given the following water standard classifications:</p> <p>Ladies pond – 2015: Excellent Men’s pond – 2015: Excellent Mixed pond – 2015: Good</p> <p>Further information about each bathing water profile can be found at <a href="http://environment.data.gov.uk/bwq/profiles/">http://environment.data.gov.uk/bwq/profiles/</a></p>
Hydrology	Essential Action	<b>HY9</b>	Seek to improve water quality by reducing deposits of dog faeces (see Essential Action P4).	The Hampstead Heath Constabulary have continued to engage with dog walkers on the Heath. The City continues to make available free dog faeces collection bags and monitors levels of waste collected from dog waste bins. Camden Borough has a Dog Control Order (It is an offence for failing to remove dog fouling). An Engagement, Education and Enforcement Plan sets out Dog Control as a priority.
<b>Designed Landscape</b>	<b>Overriding Objective</b>	<b>D1</b>	<b>Conserve and enhance the historic and planned elements of the Heath’s designed landscapes, while improving their appearance and public facilities.</b>	
Designed Landscape	Essential Action	<b>D2</b>	Prepare conservation management plans for Golders Hill Park and the Hill Garden.	For consideration
Designed Landscape	Essential Action	<b>D3</b>	Explore the education and interpretation opportunities afforded by these unique	The Education hub (the Glassroom) and the Butterfly House were developed at Golders Hill Park and support school learning

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
			designed landscapes.	activities.
Designed Landscape	Essential Action	<b>D4</b>	Seek to include Golders Hill Park in the English Heritage Register of Parks and Gardens of special historic interest in England.	The high standard maintained at Golders Hill Park is demonstrated by it receiving a London In Bloom Gold Award for the last three years. Further consideration is required with regard to registration with English Heritage.
Designed Landscape	Aspirational Goal	<b>D5</b>	Consider the establishment of an information facility in Golders Hill Park, providing visitors with an insight into its history and management. The facility might also reflect the importance and educational potential of Golders Hill Park's ornamental gardens and horticultural displays by providing gardening advice, for example.	For further consideration.
Designed Landscape	Aspirational Goal	<b>D6</b>	Investigate the feasibility of holding marriage and civil partnership services at the Hill Garden and Pergola, recognising that they should not interfere unduly with others' enjoyment of the Heath.	Wedding ceremonies commenced at Hill Garden and Pergola following a successful trial in 2014.
<b>Built Environment</b>	<b>Overriding Objective</b>	<b>B1</b>	<b>Provide buildings that are fit for purpose and aesthetically pleasing, enhancing examples of good architecture and seeking to reduce the impact of those that are functional, but detract from the natural qualities of the Heath.</b>	
Built Environment	Essential Action	<b>B2</b>	Carry out a detailed review of existing buildings. This Buildings Review should include identification of redundant buildings that might be removed and any need for new buildings, new space provision or alternate use of existing buildings. It should identify mismatches and make proposals to re-locate functions where necessary. The aim is that the	The overall footprint of buildings and their curtilages has not increased. A review of operational buildings is on going with under-utilised buildings considered for adaptation including, for example, the Hive at Parliament Hill Fields and the Glass Room Classroom at Golders Hill Park.

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
			overall footprint of buildings and their curtilages on the Heath should not increase.	
Built Environment	Essential Action	<b>B3</b>	Consider, as part of the Buildings Review, whether or not the Heath refreshment facilities are in their optimum locations.	In October and November 2016 a consultation and engagement exercise is taking place with café users and non-users. This will help inform future use of under used properties across the Division for refreshment purposes. Current provision of toilet facilities is largely unchanged, with community satisfaction with these facilities being monitored via the 60 second surveys.
Built Environment	Essential Action	<b>B4</b>	Consider, as part of the Buildings Review, the provision of toilet facilities and drinking fountains. Current toilet facilities need improvement.	Drinking fountain at Parliament Hill was successfully relocated and the drinking fountain at East Heath car park was replaced with an improved design for both humans and dogs.
Built Environment	Essential Action	<b>B5</b>	Review the procurement of new buildings or adaptation of existing buildings. New buildings and existing buildings should be considered in context and should strive for high quality architecture which is sustainable, relates to the locality, has stylistic integrity and meets current and future functional needs.	A review of operational buildings is on going with the potential adaptation of under-utilised buildings a key focus.
Built Environment	Essential Action	<b>B6</b>	Maintain all listed buildings and structures, allowing them to be visible and, where appropriate, interpreted and physically accessible.	The Pergola is being restored in stages.

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Built Environment	Essential Action	<b>B7</b>	Develop a planned built environment conservation and maintenance programme.	The City Surveyors maintain a 20 year maintenance programme for the built environment and an additional works plan for considering new proposals and projects.
Built Environment	Essential Action	<b>B8</b>	Develop a Design Guide appropriate for the Heath's 'countryside' character. This would be especially aimed at infrastructure other than buildings, but including site furniture, fencing, signage, available technology and path surfaces.	For further consideration. A strategic design standard may be developed to provide guidance to ensure infrastructure and facilities are appropriate for the Heath's countryside character. Guidance for memorial benches was established in 2011 and is scheduled for review as part of the Memorial Bench project currently underway. An Open Spaces corporate identity was developed in 2015 and a refresh of signage across the Heath is on going.
Built Environment	Essential Action	<b>B9</b>	Encourage local planning authorities to introduce a more rigorous process to review proposed developments around the Heath, including potential threats to its views and immediately adjacent boundary.	The CoL has commented proactively on proposed developments around the Heath.
Built Environment	Aspirational Goal	<b>B10</b>	Lido - Bring underused parts of the building into use; Restore the historic fabric and emphasise the architectural quality of the building; Consider the future of the existing café; Seek Heritage Lottery Fund grant support to execute the works; Review parking arrangements and adjust as necessary (there is currently visual intrusion to the main façade); Consider (longer term) warming the water in winter by undertaking a feasibility study to see if it is required or cost-effective.	No application has been made to HLF; however, works to the Lido have been undertaken periodically. The south wall of the Lido has been rebuilt, a new lido sign sourced and improvements done to the roof (new light wells) on the west side of the Lido. Unused space on the north side is currently used as a personal training area. The entrance corridor has been refurbished to create a suite of lockers.

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Built Environment	Aspirational Goal	<b>B11</b>	Athletics Track Pavilion and Sports Changing Rooms - Review all the buildings at the Athletics Track and the sports changing rooms; Restore the Pavilion to emphasise its architectural quality; Redesign the other buildings to provide required facilities without detracting from the core historic building.	For future consideration. Since 2007 the sports changing rooms have been refurbished and a new boiler was installed for showers.
Built Environment	Aspirational Goal	<b>B12</b>	Rationalise and reorganise the Heath Maintenance Yards to ensure they are fit for purpose and environmentally sustainable.	The central stores were relocated from Parliament Hill to Kenwood to reduce vehicular traffic. Kenwood Yard is to be resurfaced and drainage improvements in 2017.
Built Environment	Aspirational Goal	<b>B13</b>	Relocate the Heath Management Team base to a site on or adjacent to the Heath.	On going consideration
Built Environment	Aspirational Goal	<b>B14</b>	Parliament Hill Fields - Improve the natural appearance of this area and enhance it as the major gateway to the Heath. This will include the entrances from Highgate Road, Gordon House Road, Savernake Road and Nassington Road.	Improvements to all gateways have now been completed with Swain's Lane entrance landscape improvements undertaken in 2016. Overall the gateways to the Heath have a more rustic feel.
Built Environment	Aspirational Goal	<b>B15</b>	Hill Garden, Pergola and Pitt Arch - Restore and refurbish the Hill Garden and Pergola, the Hill Garden Shelter and the Pitt Arch.	Restoration of the Pitt Arch is complete. The Pergola and Hill Garden has been restored with replacement of pergola timbers on going as per the 20 Year Plan.
Built Environment	Aspirational Goal	<b>B16</b>	East Heath - Review and, as necessary, enhance the entrance to East Heath (Lower Fairground and South End Green) and its facilities. There is a perception that this busy entrance to the Heath is unattractive and does not provide the appropriate welcome to visitors.	Improvements drainage and surfacing of the car park is on going. Improvements to the gateway ensure it is consistent with creating a rural feel. The Fairground is hydro seeded every 2 years to maintain vegetation cover.

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Informal Public Use	Overriding Objective	P1	<b>Recognise that the Heath's main users are those who come for informal activity and manage informal recreational activities to ensure that as far as is reasonably practical they do not adversely affect others' enjoyment of or the natural aspect of the Heath.</b>	
Informal Public Use	Essential Action	P2	Carry out surveys to establish who uses the Heath and obtain accurate information about numbers of visitors.	Monitoring of customer satisfaction is undertaken via the 60 second surveys and the use of people counters at various locations across the Heath.
Informal Public Use	Essential Action	P3	Review the Heath's litter collection and waste management practices, including encouraging visitors to take their rubbish away.	Trilo method of collection is used across the Heath. Work continues with LB Camden for maintaining recycling bins at gateways including Gordon House Road. Messaging encouraging visitors to take rubbish home with is included in the Events Diary and other publications.
Informal Public Use	Essential Action	P4	Review dog walking, developing a Dog Code to address the conflicts that can arise through lack of control and negligence in collecting dog faeces.	For further consideration. A leaflet has been produced and is widely available to encourage responsible dog control. The Open Spaces Bill is currently in the House of Lords, should this become enacted, it will allow the City of London to licence and regulate commercial dog walkers.
Informal Public Use	Essential Action	P5	Review the fishing policy, ensuring that fishing can take place sustainably on the Heath, providing anglers with a quality recreational experience while not conflicting with the Heath's natural aspect and others' enjoyment of it. Issues to be considered include stock management, water quality, multiple use of ponds by anglers, swimmers and wildfowl.	For further consideration.
Informal Public Use	Essential Action	P6	Commission a further review of cycling on the Heath and its immediate environs, recognising the strength of feeling both for and against cycling and making links to the Traffic	Cycling Review Report was completed 2010/11 and key actions have been implemented, including installation of cycle racks at Parliament Hill Fields, North End Road, West Heath Avenue



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			Management Review (see Aspirational Goal A10). Provide cycle racks at suitable locations.	entrances and at Golders Hill Park.
Informal Public Use	Essential Action	<b>P7</b>	Balance the interests of recreation and ecological value/landscape character, including the protection of sensitive habitats, through careful management techniques including dead hedging and judicious planting. This will assist the Heath's ability to absorb the enormous number of visitors that it attracts.	This work is on going and generally captured in the Annual Work Programme.
Informal Public Use	Essential Action	<b>P8</b>	Manage events, filming and fairs to ensure that there is no long-term damage to the landscape fabric of the Heath and minimise disruption to local communities.	A successful programme of events has been delivered each year. In 2016 the events programme has consisted of 102 sports, wellbeing and cultural events which have engaged with approximately 95,800 members of the public. The programme allows Hampstead Heath to showcase its excellent facilities and highlight the charitable contributions of the City of London Corporation to a regional, national and international audience. At the same time they provide excellent entertainment and learning opportunities for Heath visitors, reach out to new visitors and foster good partnership working with local councils and community organisations.
Informal Public Use	Essential Action	<b>P9</b>	Work with members of the community, the Sexual Activity Working Group, the Metropolitan Police Service and others to reduce conflict between Heath users.	Outreach work on the West Heath is carried out by the Terrence Higgins Trust. The City continues to work with the Metropolitan Police, SAWG regular meetings, partner with LB Camden and the Camden LGBT Forum.
Informal Public Use	Aspirational Goal	<b>P10</b>	Enhance the Golders Hill Park Zoo and Deer Enclosure through the production and implementation of a management plan to meet the requirements of the zoo licence and	A Service Based Review commenced in 2014 to review the Golders Hill Zoo and consider options for its future management. This is on going.

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			develop its infrastructure, collection and interpretation	
<b>Sports</b>	<b>Overriding Objective</b>	<b>S1</b>	<b>Work collaboratively in maintaining and developing the existing sports facilities and activities in response to changing demands ensuring appropriate provision for all sections of the community.</b>	
Sports	Essential Action	<b>S2</b>	Promote and provide for managed sports activities in three identified Sports Areas: <ul style="list-style-type: none"> <li>• Parliament Hill area (Sports Area A)</li> <li>• The Heath Extension (Sports Area B)</li> <li>• North end of Golders Hill Park (Sports Area C).</li> </ul>	The Heath continues to provide for managed sports activities which consist of winter field sports, athletics, sports coaching sessions, club coaching sessions.
Sports	Essential Action	<b>S3</b>	Establish a Sports Advisory Forum to advise the Superintendent on sporting matters.	The Sports Forum was established in 2008 and is chaired by an external representative who is also a member of the Consultative Committee. The Sports Forum meets 4 times a year and minutes are made available to both Hampstead Heath Consultative and Management Committees.
Sports	Essential Action	<b>S4</b>	Promote and provide for managed swimming facilities at the Swimming Ponds and the Lido.	Managed swimming facilities at the Swimming Ponds continue to be provided, with the Kenwood Ladies' Pond and the Men's Pond accessible 365 days a year. Disruption to swimmers throughout the Ponds Project was effectively minimised during 2015-16. The Mixed Pond is open for the summer season May to September each year. On very rare occasions the ponds have been closed due to Green Blue Algae and facilitating the Ponds Project.

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Sports	Essential Action	<b>S5</b>	Allow alteration of existing sports facilities or the creation of new sports facilities within the identified Sports Areas subject only to the following considerations: There is no threat to public safety; It is consistent with good turf management practice; There would be no significant increase in noise or light pollution affecting neighbouring residents.	Projects include: decommissioning of Football Changing Rooms and conversion to volunteering hub (the Hive), improved drainage on playing fields at Heath Extension, removal of cricket slabs, installation of T3 table tennis table. Any additional sporting requirements are subject to the principles set out in the 2007 Plan. Recent examples where these principles have been applied include the third rugby pitch and new cross country route planned on the Extension.
Sports	Essential Action	<b>S6</b>	Allow sports to take place outside the identified Sports Areas only if all the following eight criteria (as set out on Page 66) are fulfilled.	Any additional sporting requirements are subject to the principles set out in the 2007 Plan.
Sports	Essential Action	<b>S7</b>	Develop the role of sporting facilities in providing opportunities to promote good health, community cohesion, social inclusion, quality of life and lifelong learning.	An Open Spaces sports and physical activity framework is in preparation. This framework encourages participation in formal and informal recreational activities to promote healthy and active lifestyles.
Sports	Essential Action	<b>S8</b>	Encourage and support connections with surrounding schools and the provision of proper sports instruction.	Bookings for this year's sports programmes at NLOS continues to flourish. Local schools use our facilities on a regular basis and have regular contact with our schools booking administrator. Partnership working continues with our support for Proactive Camden.
Sports	Essential Action	<b>S9</b>	Set up systems to monitor patterns of use, so as to better identify opportunities for increased or improved use.	A good example of this is the recent introduction of the on-line booking facility for tennis which has improved the booking experience for customers. It also provides data and reduces money handling for CoL staff.

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Sports	Essential Action	<b>S10</b>	Explore the establishment of a club to encompass a range of Heath sports – an Umbrella Sports Club.	A good example of this is the inter-related working of Hampstead Rugby Club and Highgate Harriers in sharing the sports facility and medical expertise. Both clubs work closely to increase participation in both sports and work together to enhance the existing facilities. This is going some way towards the aspiration of an umbrella sports club.
Sports	Essential Action	<b>S11</b>	Work in partnership with other agencies to develop opportunities to realise the sporting and wider cultural opportunities of the 2012 Olympics. For example, local sports events could be held during the Olympics to take advantage of heightened interest.	A successful programme of activities was conducted during 2012 including 'Sacrilige' at Parliament Hill Fields and the Nights of 10,000 metres event which continues annually. Numerous competition days, free coaching, water awareness week and many partnership based activities with Highgate Harriers Hampstead Rugby Club and London Orienteering Club. In addition "Give it a Go" is a direct legacy of the 2012 Olympics which allows visitors to participate in activities on the Heath and encourages further participation.
<b>Access</b>	<b>Overriding Objective</b>	<b>A1</b>	<b>Recognise the need to be as inclusive as possible, increasing the Heath's availability to a diversity of users.</b>	
Access	Essential Action	<b>A2</b>	Prepare an Access Plan to ensure that as far as is practicably possible all members of the public shall have access to all parts of the Heath unless there is good reason to prevent such access, for example, to prevent disturbance to ecologically sensitive areas and prevent access to operational buildings.	Access plans are considered at a specific project or proposal level, for example, Wild About Hampstead Heath and the Kenwood Ladies bathing pavilion. The Heath Mobility Scheme provides a mobile electric buggy for booking in advance.
Access	Essential Action	<b>A3</b>	Address the barriers to access and comply with the Disability Discrimination Act 1995 (as amended).	Access audits are undertaken regularly to comply with the current legislation. A recent example is the rebuild the Kenwood Ladies bathing pavilion.

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Access	Essential Action	<b>A4</b>	Undertake a disability and access audit for the wider Heath and prepare, and update as required, an access map for the Heath.	For further consideration
Access	Essential Action	<b>A5</b>	Consider the preparation of an Audience Development Plan[1].	Stakeholder plans are developed on a project basis, for example, for the development of the Parliament Hill Triangle HLF grant application, Wild About Hampstead Heath project and the Ponds Project.
Access	Essential Action	<b>A6</b>	Recognise the Heath's latent potential to provide: A broader spectrum of users from all backgrounds; Access to managed facilities that are not fully used at present; Recognition of the Heath's history; Access to the natural environment; Improvements to health and well-being; Education for sustainable development.	These factors are integrated into current management and broadly applied to the development of projects and proposals. In addition, the Open Spaces Learning Programme exemplifies the potential of the Heath.
Access	Essential Action	<b>A7</b>	Work with service providers such as Transport for London and local authorities to improve directional signage outside the Heath and highlight the best routes from existing public transport links, since it is highly desirable that visitors to the Heath come by public transport.	Worked with TFL, LB Camden and the Olympic delivery team to improve and enhance the road network adjacent to Whitestone pond
Access	Essential Action	<b>A8</b>	Develop a strategy, in conjunction with Heath Hands, to provide more inclusive volunteering opportunities and to ensure that the value of volunteering, both for the Heath and for individuals, is fully recognised.	For further consideration. The volunteering programme lead by Heath Hands has developed to grow the Heath's volunteering offer. In September 2016 Heath Hands celebrated 100,000 volunteer hours on the Heath.
Access	Essential Action	<b>A9</b>	Consider the possibility of linking the Heath Constabulary and Heath users with the community Safer Neighbourhood model	The Constabulary continues to work in partnership with Safer Neighbourhood Teams in boroughs adjacent to Hampstead Heath.

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			established by the Metropolitan Police Service.	
Access	Aspirational Goal	<b>A10</b>	Undertake a Traffic Management Review to consider, in partnership with others, initiatives to reduce the impact of both moving traffic and the infrastructure that attends the public highway, since part of most visitors' arrival at the Heath involves crossing or walking alongside busy main roads.	PACOS Report was completed in December 2007 and recommendations implemented.
<b>Education</b>	<b>Overriding Objective</b>	<b>E1</b>	<b>Develop the Heath's potential for education and interpretation.</b>	
Education	Essential Action	<b>E2</b>	Improve information on maps at site entrances. The website and published leaflets should carry accessibility information. Consider specific publications for those with mobility or other access problems.	Signage and information boards at points of entry to the Heath have been renewed periodically as required and in line with the Open Spaces identity. Further consideration of ways to ensure information about accessibility is readily accessible.
Education	Essential Action	<b>E3</b>	Increase outreach work to schools and other community groups.	Since 2007, over 51642 students have attended national curriculum focused sessions in science, geography, art, history and citizenship across Hampstead Heath and Golders Hill Park Zoo. We have worked with a wide variety of community groups and partners on a range of successful and high profile projects aiming to connect our communities to Hampstead Heath including the Wild About Hampstead Heath project partnering with the RSPB and the Ponds Education Project partnering with Museum of London and the Royal Geographical Society. We have worked with various organisations and community groups on an individual basis including Camden Community Consortium, the Duke of Edinburgh Awards, and other community associations. The adventure playground and one

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
				o'clock club have continued to be popular resources for the local community.
Education	Essential Action	<b>E4</b>	Develop an Interpretation Plan to consider what needs to be interpreted, to whom, where and how: Advertise general knowledge about the Heath and its facilities such as booking, charges and opening hours, how to get there, provision for disabled people etc; Research the most effective media for communicating with the public, off and on the Heath. These may include the website and the use of technology, schools, libraries and tourist information, leaflets, welcome boards at entrances, newspapers, visitor centre and cafés etc; Increase interpretation of subjects including history, natural environment, topography, geology, hydrology, flora and fauna, buildings, sporting facilities, why management and intervention are necessary etc; Establish a more proactive press relations programme to ensure that the public hears about the many positive stories that emanate from the Heath.	For further consideration

Plan Section	Objective Action Aspiration	Plan Ref	Item	Progress to date
Education	Aspirational Goal	<b>E5</b>	Information Technology - Undertake a feasibility study, linked with the Interpretation Plan, to develop systems of information delivery using technology; This system will utilise technology to provide information from a number of sources including websites, publications, the Hampstead Heath Diary, timetables and audio tours, together with a direct line to the Heath Constabulary.	For further consideration
Education	Aspirational Goal	<b>E6</b>	Visitor centre - Undertake a feasibility study to identify the need for a dedicated visitor centre, what it should contain and where it should be located. This should tie in with the Buildings Review. (see Essential Action B2 and Aspirational Goal H12).	For further consideration. A review of operational buildings is on going with under-utilised buildings considered for adaptation and will inform a feasibility study for a potential visitor centre on the Heath.
Education	Aspirational Goal	<b>E7</b>	Develop Hampstead Heath publications: Linked to education and interpretation of the Heath, appropriate publications should be made available on site and in local libraries, bookshops etc; This should include general information leaflets, education packs, postcards and books.	For consideration



<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath Consultative Committee – For Discussion	07.11.2016
Hampstead Heath, Highgate Wood and Queen’s Park Committee – For Decision	21.11.2016
<b>Subject:</b> Review of Annual Work Programme 2016 and the Proposed Annual Work Programme and Projects Plan for Jan 2017 to March 2018	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Decision</b>
<b>Report author:</b> Jonathan Meares – Open Spaces Department	

### Summary

This report provides a review of the management operations and activities carried out on Hampstead Heath over the past 12 months as part of the 2016 Annual Work Programme and considers the new proposed Annual Work Programme and Projects Plan for January 2017 to March 2018, appended to this report.

### Recommendation(s)

It is recommended that:

- Members of the Hampstead Heath Consultative Committee note the work undertaken during 2016, and discuss the proposed Annual Work Programme and Projects Plan for January 2017 to March 2018 appended to this report.
- That the views of the Hampstead Heath Consultative Committee are conveyed to the Hampstead Heath, Highgate Wood and Queen’s Park Committee at their November meeting.
- That Members of the Hampstead Heath, Highgate Wood and Queen’s Park Committee agree the proposed Annual Work Programme and Projects Plan for January 2017 to March 2018 at their November meeting.

### Main Report

#### Background

1. The Annual Work Programme and Projects Plan has been prepared for the period January 2017 to March 2018, covering five seasons. This is to enable a transition from the previous calendar year planning cycle to align instead with the financial year. This will coincide with the revised Hampstead Heath

Management Plan timescale and with the Corporate Business planning cycles. Following this transition period, it will continue as an annual programme, commencing in April of each year and ending the following March.

2. Hampstead Heath is a mosaic of different habitats, comprising extensive areas of grassland, secondary woodland, hedgerows, water bodies, streams, a raised bog, heathland and formal areas. It is also extremely popular and well used.
3. The Hampstead Heath Management Plan states that the City will draw together an annual work programme for the Heath, in consultation with local groups and interested parties. This Annual Work Programme will reflect the primary objective set out in the Mission Statement and will broadly cover planned conservation operations, including vegetation, pond and wetland management, tree work, and footpath maintenance and fencing works.
4. For completeness, the major tasks within the formal areas of the Heath have also been included within the proposed Annual Work Programme and Projects Plan for January 2017 to March 2018.

## **Review of the 2016 Annual Work Programme**

### Tree Management

5. 2016 was another challenging year for the Tree Team, balancing their work between Oak Processionary Moth (OPM) and Massaria management, core tree survey work, as well as operational tree works across Hampstead Heath, Highgate Wood and Queen's Park. The Ponds Project also presented some issues relating to tree protection and pruning for access for plant and machinery.

### Biosecurity and tree disease issues

6. OPM is a biosecurity issue that the Tree Team continues to manage. This year the process of surveying for nests commenced in late April and continued into May. Spraying commencing in May at seven locations on Hampstead Heath, where nests were located last year, and new nests were discovered this year.
7. The same contractor who removed the nests last year carried out the spraying using a specialist tractor driven misting unit on loan from The Netherlands (Appendix 2, Figure 1). In total an additional 20 trees, compared to 2015, were located with active OPM nests over the surveying period and removed.
8. Pheromone trapping was carried out in July and August and this clearly identified a marked increase in OPM (male moths) in the Hampstead Heath area.
9. With the on-going efforts to manage the spread of OPM the Tree Team have also had to ensure that they maintain focus on Massaria the London Plane fungal disease that effects lateral limbs and can cause rapid decay and failure. The Team have been actively managing the core areas of London Planes at South End Green, Highgate Road, Parliament Hill Fields and at Queen's Park. There will be additional works at South End Green in autumn and winter, as Massaria is now well established in this area.

10. Sadly but not surprisingly Hampstead Heath now has a number of locations where Ash Dieback has been found and confirmed by the Forest Research following sample analysis. As with the other tree pest and disease issues that the Tree Team is currently managing, we will follow the Forestry Commission's advice and tackle the spread and development of this disease to the best of our abilities. Both the Tree Officer and the Conservation and Tree Manager have a wide network from which support and advice can be drawn and there is the reassurance that many of their colleagues are facing the same challenges.

#### Veteran Trees and the Ponds Project

11. As the result of the loss of a veteran oak next to the Highgate entrance into the Kenwood Estate in May, veteran tree work has been chiefly focused around those trees within the Ponds Project construction areas and access routes. A Tree Radar survey utilising ground penetrating radar technology was also commissioned for a number of the veteran oaks at the eastern end of South Meadow to identify tree rooting zones and to assist in planning protection and future management.
12. The Ponds Project Construction programme has generated a significant amount of work for the Team and included in this were works to protect and conserve veteran trees within the construction sites or close to access routes. In September the Ponds Project Contractors were instructed to install an anti-compaction material within the root protection area of the large veteran oak on the western side of the Model Boating Pond (Appendix 2, Figure 2). This section of the new diverted pathway was successfully completed in time for the tarmacking operation in late September, and with virtually no damage to the oak's rooting system due to 'no dig' construction design.
13. The Tree Team provided a veteran tree workshop in July, chaired by the Superintendent of Hampstead Heath, attended by Members the Hampstead Heath Consultative Committee, and the Heath & Hampstead Society's Heath Sub-committee. The Tree Team provided an update on the state and management of the Veteran Trees across Hampstead Heath and Highgate Wood. Presentations were given on current management, failure, pests and disease issues and tree health care projects. There was also a joint presentation on the surrounding historical treescape and issues facing its conservation and recognition. The group then undertook a walk looking at and discussing a number of veteran trees and associated issues on site.

#### Core work and tree inspections

14. There have been a total of 54 reported tree incidents since the beginning of 2016 across Hampstead Heath, Highgate Wood and Queen's Park. This is consistent with previous years, but we are now approaching the autumn with the increased likelihood of severe weather events and potential tree damage. The Tree Team will be extending the current extreme weather protocol used in Highgate Wood to Hampstead Heath and Queen's Park to ensure a coordinated approach and improved safety for both members of the public and staff. The process depends on local MET office weather reports so that the public can be given acceptable notice of sites being closed.
15. Tree inspections have progressed well this year with an additional qualified inspector from the Conservation Team now carrying out tree inspections. This

has allowed the Team to increase their overall quota this year to 3,181 trees inspected on Hampstead Heath and Queen's Park. Highgate Wood has a separate data base but the process is the same and the Tree Team now hold quarterly review meetings in Highgate Wood to ensure that the inspection process is in on track. The Tree Team also provide additional support and advice if required.

16. The Tree Team have also managed to provide a specialist service to Royal Parks in the form of folial spraying using a specially formulated 'compost tea'. This is part of a scientific survey to measure the effect on tree health and vitality being conducted by an arboricultural consultancy.

### **Nature Conservation Work**

17. The Conservation Team have successfully managed to complete a large part of the planned work included in the 2016 Annual Work Programme, including grass cutting, hedge laying, and woodland management. The Team were called in to assist with vegetation removal to support the Ponds Project and completed a programme of cyclical maintenance on the principal dam structures ahead of the bi-annual reservoir inspections. Included in the 2016 work were several projects including maintaining the surface on Millfield Lane.

#### Ponds project related works

18. Due to unforeseen access issues at several of the Ponds Construction sites the Conservation Team were called in to clear a number of small trees in the mixed Pond western bank so that the de-silting operation could be carried out. The operation involved winching several collapsed or low growing trees clear of the water to allow access. The Team also carried out some small sapling planting on the Tumulus Field, and wildflower planting at the Stock Pond and the Ladies' Pond Compound. In addition, native holly and yew were planted along the western boundary of the Ladies' Pond to improve screening.
19. The Team have also been involved in creating multiple Hibernaculum for grass snakes at a number of locations including the Mixed pond, Viaduct, Vale of Health, Hampstead No. 1 pond, and the Bird Sanctuary.
20. With the completion of the Vale of Health and Viaduct spillways the sites have been handed back to the Conservation Team to manage and these grass areas have been mown to retain the prescribed height of sward.

#### Hedgerows and Cross Country Repairs

21. Sections of hedgerow were laid on the Heath Extension during the early part of 2016, prior to the start of the bird nesting season. There will be more work carried out October to December. This will include the section running along the edge of the cricket field at Parliament Hill which is causing issues with access for some of the tractor driven machinery.
22. The Conservation Team had to wait for several weeks before they could undertake repairs to the areas impacted by the National Cross Country event in February, due to the wet weather conditions and waterlogged ground. Once the ground had become firmer chain harrowing, and reseeding took place and by April the works were completed and ground had started to recover.

### Grassland management

23. Once the weather improved in late June the grass cutting operation could start and this year has seen almost perfect cutting conditions with a prolonged hot dry summer. The actual area cut was smaller than last year at 7.3 hectares, largely due to the large Ponds Project compounds at the Tumulus Field and access restrictions during the final critical stages of the construction phase of the project. The Team also carried out a further cutting operation for the Kenwood Estate amounting to 5 hectares. In total 105 hay bales were produced which this year have been removed by an agricultural haulage contractor.
24. Preparations are now underway to work with the Ponds Project Landscape Contractor to commence the work of reseeded the Tumulus Field and Pryor's Field following the completion of ground restoration and seed bed preparation. The total area of the two sites combined is 6 hectares and there will be a mixture of grassland and wildflower areas.

### Secondary woodland management and Compartment works

25. This year there has been a focus on the Fleet Stream compartment clearing back vegetation and coppicing to improve light levels and some work to encourage seasonal pools to improve species diversity and habitat value. These works form part of the prescriptions included in the Compartment Management Plans which were adopted in 2014, and fitted well with the ecological improvement works being carried out at the same time at nearby ponds on the Hampstead chain as part of the Ponds Project.
26. The Team also continued the cyclical work in the Orchard site next to the Kenwood Education Garden, re-coppicing the hazel and also removing some of the large over mature sycamores on the site's eastern boundary with Athlone House.

### Rural Infrastructure maintenance

27. The Conservation Team carried out repairs to the un-made surface of the Millfield Lane, which had deteriorated over the last few years. Following a productive meeting with local residents, it was agreed to proceed with surface repairs to achieve a suitable surface for pedestrian and cycling usage. The works commenced in September and have progressed well with only a short section remaining to be completed (Appendix 2, Figure 3). The response to the repair work has been positive from both local residents and regular users of the path.
28. Surface improvements will be taking place at Kenwood Yard over the next few months along with drainage works, as part of City Surveyors Project. Kenwood Yard is a very busy hub with major storage and holding areas for most of the Division's plant and machinery. The yard surface has deteriorated over the last three years and needs investment to create a durable long term work surface.

### Heath Hands and progress with the Whitestone Garden restoration and Kenwood Education Garden.

29. The excellent work to continue managing both the Whitestone Garden and the Kenwood Educational Garden goes from strength to strength. From to August

this year there were a total of 452 volunteer hours spent on the two sites and both areas reflect the efforts that have been invested in their ongoing care and enhancement.

30. Along with the two autonomous areas, the Conservation and Ecology Teams continue to work with Heath Hands on a number of other cyclical conservation programmes, including the conservation of the gorse compartments and control of invasive plants. Volunteers also worked with the Team on building hibernaculum as part of the habitat improvements involved in the Ponds Project.

#### Monthly Ham & High Articles

31. The Conservation Team Supervisor has been producing a series of informative short pieces every month for the Ham & High Newspaper covering a wide variety of Conservation topics from butterflies to sphagnum bogs.

#### **Ecological Work**

32. The Ponds Project has been the central focus of both Heath Ecologists since the start of the Project. Their input has been critical to ensuring the final results have optimum ecological benefits.
33. Input has included advising on the species and design of the aquatic planting, comprising about 30,000 plants; choosing the seed mixes and designing the layout for the six hectares of wild flower meadows on Tumulus and Pryor's Field; ensuring the work was carried out to a high standard; and checking the progress of the work. Several changes to the designs were made at the suggestion of the Ecologists, such as replacing two sections of open edges at the Boating Pond with vertical edges to deter swimming by dogs and people.
34. A great deal of emphasis was placed on the conservation and ecological improvements that would accompany the main engineering work at the outset of the Project and this has been largely achieved. The Bird Sanctuary now benefits from a new channel that will help to extend the life of the existing reed bed. In addition, scrapes were also created at the back of the Bird Sanctuary and the top end of the Ladies' Pond, near Stock Pond; these will provide useful wet habitat, especially breeding sites for frogs.
35. The Ecologists have also been involved in a number of other projects. A programme to monitor hedgehogs throughout the Heath involved volunteers. Twelve volunteers attended hedgehog ecology and monitoring techniques training session and 15 volunteers have assisted further on eight nightly monitoring sessions. Early results reveal that hedgehogs appear to be widely spread across the Heath, which is good news for this species, which suffers general national decline.
36. The Ecologists have also been closely involved in working with Heath Hands. Volunteers. The reptile monitoring scheme on Hampstead Heath is now just finishing its 6th season, during which over 30 volunteers have been involved with nearly 600 snake records logged in total. From these records it is believed that the population of grass snakes has increased on the Heath. Winter hibernacula have been created with egg laying sites to follow. A reptile ecology and monitoring training session was also run in the summer. The Ecologists

have also liaised with Heath Hands in the control of Himalayan Balsam; this year was a particularly bad one for this invasive alien species.

### **Heath Ranger Team**

37. The Heath Ranger Team have worked hard this year juggling their time between public interaction concerning the Ponds Project, wild life rescue incidents, and managing the traffic at a number of events through the summer including the Affordable Art Fair and Grown London.
38. They have also managed to deliver some significant landscape projects including the ongoing work to improve the view point at Parliament Hill along with the layout and reinstatement of memorial benches. They have also commenced work to improve the overgrown area inside the fencing at South End Green, part of a wider project to remove the old wooden fencing and open up sight lines.
39. The Heath Ranger Team provide an important weekend emergency tree service for the Division and they have reported and carried out a number of making safe operations throughout 2016.
40. Swan rescue and monitoring continues to be a focus for the Team based at East Heath with numerous call outs to perform rescues from fenced off areas and fishing tackle accidents. The Team continue to work closely and collaboratively with the Hampstead Heath Constabulary, especially in relation to reports of lost children and anti-social behaviour.

### **Formal Areas**

41. The Gardening and Sports and Recreation Keeping Teams have had a challenging and creative year, completing approved projects in the 2016 Annual Work Programme and completing the cyclical maintenance of the formal areas at Parliament Hill Fields, Golders Hill Park, Heath Extension Sports Areas, The Hill Garden & Pergola and Keats House.

#### Golders Hill Park & Hill Garden

42. Planting of sustainable perennials in the eastern boarder of the walled garden and the final phase of re-planting works on the winter border in the Hill Garden have been undertaken by the Gardening Team.
43. Stage four of the stumpery has been completed, as has the Disabled car park re-landscaping works (Appendix 2, Figure 4).

#### Sports Facilities and Filming Events

44. The Sports and Recreation Keeping Team managed all the winter and summer sports grass pitches to a high standard. The Team have managed over 90 separate film location shoots, ensuring the Heath landscape is protected at all times.

#### Parliament Hill Fields

45. Works have been carried out to the Bull path, including planting native plants ox-eye daisy, meadow cranesbill, cowslip and small scabious in the grass area.

46. The Swain's Lane landscape planting scheme has been completed (Appendix 2, Figure 5).

### Operational Team

The Operational Team ensures the Heath has a well maintained plant, machinery and equipment and that janitorial supplies are in stock. During 2015/6 the Team have been cladding bins on the Heath to soften their appearance and help the bins blend into the surroundings (Appendix 2, Figure 6).

### **Corporate & Strategic Implications**

47. The preparation and implementation of an Annual Work Programme in accordance with the Hampstead Heath Management Plan contributes to the strategic theme of *A Clean, Pleasant and Attractive City*. Its natural aspect is a significant factor in the popularity of the Heath for general recreation and sport, which also helps contribute towards *A Healthy City*.
48. The actions for the new proposed Annual Work Programme and Projects Plan for January 2017 to March 2018 are set out under the main character areas of the Heath.

### **Implications**

49. The costs of meeting the proposed Annual Work Programme and Projects Plan for January 2017 to March 2018 will be funded through the Superintendent's Local Risk Budget. Wherever possible, opportunities will be sought for external funding to support these essential works. Opportunities for volunteers will continue to be promoted and developed.

### **Conclusion**

The Heath is a complex site and it is not possible to set out in full all the work required to manage it a year ahead. Unanticipated circumstances (for example, storms) may require a change of priorities. However, the proposed Annual Work Programme and Projects Plan set out our intentions for the year, subject to the Committee's comments.

### **Appendices:**

- Appendix 1 - Proposed Annual Work Programme and Projects Plan January 2017 to March 2018.
- Appendix 2 – Photographs of works carried out on site.

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## Appendix 1

# Hampstead Heath Proposed Annual Work Programme and Projects Plan January 2017 to March 2018

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# Introduction

The Annual Work Programme and Projects Plan for January 2017 to March 2018 includes conservation and arboricultural tasks and work related to maintaining the formal areas of Hampstead Heath. It outlines the management works that will take place over the coming 15 months, bearing in mind that weather, seasonal changes and other factors can have an impact on the programme and lead to unavoidable changes. Sunday working which causes noise will be avoided where possible, but may from time to time be necessary; for example, in wet summers it may be necessary to take advantage of dry weekends to cut grass.

## General maintenance

In addition to habitat management, this Plan also includes other works within the more formalised parts of the Heath. It has not been possible to include all the general maintenance and development tasks that take place, but elements of these can be summarised as:

- Amenity grassland areas are provided and maintained for recreation.
- Areas of formal gardens are maintained throughout the Heath, but principally at the Hill Garden, Golders Hill Park and formal recreational areas below Parliament Hill to Gospel Oak entrance and from Highgate Road to Nassington Road.
- Daily litter picking and Trilo collection from bins is carried out on a daily basis. Dedicated fishing tackle bins at each fishing pond are emptied separately by the Heath Rangers Team.
- Maintenance of sporting and recreational facilities for athletics, football, fishing, tennis and many more activities.
- Supervised swimming facilities at the Lido and at the three natural bathing ponds.
- Play facilities including maintenance of playgrounds, the Peggy Jay Centre and the Adventure Playground.
- Daily cleaning and inspection of public toilets.
- Liaison with the City's Sustainability Working Group to implement the City's sustainability policy wherever possible.
- Path maintenance Heath-wide as and when required: power harrow, add agreed aggregates and roll; and fill in potholes.
- Cleaning and maintenance of benches.
- Maintenance of fences.

# Conservation work

## New work for 2017

The bulk of the Conservation Annual Work Programme is a continuation of the existing programme of tasks to maintain the wild areas of the Heath. Several new items have been added for the period, and these are shown in **bold** in the attached table.

Work relating to management of the new landscape created by the Ponds Project is expected to require significant resources of the Conservation and Ecology Teams. This includes maintaining areas affected by the Pond Project; removing fences once access can be allowed; monitoring wetland vegetation, turf, seeded areas and planted trees and shrubs; addressing any failures and controlling invasive species such as thistle; watering new shrubs and trees; ensuring wetland vegetation is prevented from being shaded; and mowing dams and spillways as instructed by the Supervising Engineer.

Other new items include:

- Improving corridors for hedgehogs through opening up small gaps in selected fencing, and reviewing the hedgehog survey from 2016 and implementing recommendations, which may include a full Golders Hill Park survey and link with a project funded by the Zoological Society of London (ZSL)
- Cutting the reeds in the old reedbed in the northern corners of the Boating Pond
- Creating a grass snake hibernaculum in the Model Farm compartment and egg laying sites there and in the Bird Sanctuary
- Laying the young hedge at the rear of Springett's Wood and the hedge south-west of the Children's Playground on the Heath Extension.

Any comments or queries should be made, in the first instance, to the Conservation Manager, 020 8347 0389.

## Notes on the tables

The Annual Work Programme and Projects Plan is presented in four sections:

- General items for the Conservation Programme
- Aboricultural items
- Cyclical items and Projects for Formal Areas
- Cyclical items and Projects for Operational Services

Numbers in the first column of each table relate to approximate locations of proposed work as illustrated on the accompanying map. Relevant Natural Landscape Chapter policies, Overarching Objectives and Essential Actions from the Hampstead Heath Management Plan 2007-2017 are given in the second column, or where appropriate references to the Part I Plan itself. Areas of the Heath where the work is to be undertaken are listed in the third column.

An additional table is included in the Formal Areas to capture improvements to facilities across the body of the Heath beyond Parliament Hill Fields and Golders Hill Park.

## General items

Map ref.	Policy nos.	Location	Description of work
-	1; flood protection	Areas affected by the Ponds Project	Monitor and maintain areas affected by the Pond Project, including mowing spillways and dams as required; monitoring wetland vegetation, turf and seeded areas; addressing any failures, e.g. of planted trees; ensuring fencing is in place and wetland vegetation is prevented from being shaded; mending fences as required, removing fences once access can be allowed, watering new shrubs and trees
-	50	Hedgerows Heath-wide	Remove non-native tree seedlings
-	27	Hedgerows Heath-wide	Carry out any necessary management to promote trees which could grow into veterans
-	6	Conservation grassland Heath-wide	Remove invading tree seedlings and saplings
-	7	Conservation grassland Heath-wide	Maintain programme of cutting conservation grassland in a cycle of 1-3 years
-	Access	Pavement edge general	Lift all trees & shrubs to 2m & cut back to pavement edge as necessary
-	36, 46	All water areas	Manage routine incidents, and assist Wildlife Rescue experts in dealing with distressed water fowl. Assist Constabulary in preventing and investigating dog attacks.
-	47	All or several ponds	Reinstate dragonfly monitoring scheme
-	36, 37, 47	All or several ponds	Use a boat to check for and remove line & tackle & other debris during the fishing season.
-	36	All or several ponds	Ensure fishing regulations are understood & adhered to & assist Constabulary in checking permits & rod licenses
-	36	All or several ponds	Try to improve marginal vegetation
-	36	All or several ponds	Check & clean pond inlets & outlets
-	Access, 36	All or several ponds	Monitor ponds for general problems and algae scums, and ensure warning notices are promptly put up & taken down
-	36	All or several ponds	Maintain water mixing equipment
-	36, 47	All or several ponds	Monitor water oxygen and phosphorus levels
-	36, 50	All or several ponds	Alleviate problems such as duckweed blooms and oxygen crashes when required
-	Safety issue	Several ponds, including Highgate no1, Hampstead no1, Vale of Health, Viaduct	Carry out work required by Supervising Engineer to reduce flood risk
-	50	Heath-wide	Control Himalayan balsam, Japanese knotweed, giant hogweed, California brome, sycamore and, where necessary, creeping thistle, bramble, common hogweed, ragwort and bracken
-	50	Heath-wide	Update map of Japanese knotweed sites
-	50	Heath-wide	Redo 2006 map of Himalayan balsam sites.

-	50	Selected locations Heath-wide	Maintain extent of bramble at roughly current extent following reduction in 2014/5
	47	Selected locations Heath-wide	Monitor selected features, including certain invasive species, extent of bramble, Small Tumulus Field grassland, Tormentil slopes, Sparrows site, experimental cutting area, amphibians and reptiles.
-	46	<b>Selected locations Heath-wide</b>	<b>Improve corridors for hedgehogs through opening up small gaps in selected fencing.</b>
-	3	Heath-wide	Planning, facilitating and overseeing the work of Heath Hands

## Vale of Health, East Heath, Preacher's Hill, Parliament Hill, Kenwood

Map ref.	Policy nos.	Location	Description of work
1	H6	Upper Vale of Health	Cut bramble etc. round Pound to maintain views to it
1	1	Upper Vale of Health	Cut Cotoneaster opposite The Gables to maintain at about 1m70cm
1	4	Upper Vale of Health	Mow majority of fertile grassland (including along paths) annually in September, removing arisings
1	14, 15, 47	Upper Vale of Health	Maintain part of scraped area above acid grassland open as area for invertebrates, and plant gorse in remaining section. Maintain in future years.
1	13	Upper Vale of Health	Weed heather 2 to 3 times yearly as required and cut round existing patches to prevent encroachment
1	4	Upper Vale of Health	Maintain rough vegetation at top of slope near Whitestone Pond by cutting annually after cow parsley has flowered
1	50	Upper Vale of Health	Cut areas of hogweed in rough grassland 2-3 times p.a. to prevent spreading
1	16	Upper Vale of Health	Ensure trees & shrubs in bramble areas do not become more numerous
1	46	Upper Vale of Health	Skirt bramble carefully by hand on Atypus slopes, & remove tree & shrub seedlings. Cut back overhanging branches if they have extended from previous year.
1	13	Upper Vale of Health	Coppice gorse on rotation. When zones are coppiced, remove trees and saplings but retain a few song-posts, e.g. hawthorn, elder. Cut bramble & remove.
<b>1</b>		<b>Upper Vale of Health</b>	<b>Replace steps at VoH heather site</b>
1	50	Upper Vale of Health	Control invasive species, e.g. sycamore, southern woodland, adjoining Vale of Health Approach Road
1	Access, H6	Upper Vale of Health	Install memorial bench at viewpoint over Vale on access path onto the Heath from Whitestone Lane
1	Safety issue	Vale Approach Road	Maintain sightlines at junction of East Heath Road
1	7	Vale of Health N of Approach Road	Cut triangle of grassland above Approach Road
2	Safety	Vale of Health Valley	Flail toe of dam every other month as required by Dam Engineer
2	6	Vale of Health Valley	Keep central area open, but retaining elder bushes at south-west edge. Retain nettle/comfrey area on south-west side. Mow south-eastern side as required to control bramble with aim of recreating grassland.
<b>3</b>	<b>1</b>	<b>New sediment trap, Catchpit dam</b>	<b>Check and remove sediment as required</b>

Map ref.	Policy nos.	Location	Description of work
3	43	Fleet Stream-Lime Avenue-Catchpit	Coppice/re-coppice or pollard trees along streamline and on adjacent banks. Cut back bramble and scrub from entire stream fringe and dead hedge at top of valley
4	43	Fleet Stream-Upper Bird Sanctuary	Coppice/pollard willows throughout the valley.
5	43	<b>Fleet Stream-Upper Viaduct</b>	<b>Re-coppice trees and cut back bramble from stream edge and wider 4m area. Remove hollies from stream edge. Place new log weir and remove vegetation from upper pool if occupying more than 50% of pool. Remove selected willows from marsh area adjacent to the pond and coppice remainder.</b>
5	43	Fleet Stream-Viaduct area	Create small glade where two branches of Fleet stream meet in woodland below Viaduct Pond. Dig out sediment and place log weir; plant marsh-loving plants. Keep open in future by removing new seedling trees
5	50	<b>Fleet Stream-Viaduct area</b>	<b>Remove sycamore from stream edge near to wild service tree</b>
5	43	Fleet Stream Lime avenue culvert	Maintain open culvert/pipe under Lime Avenue through removal of accumulated sediment. Review in 2017.
5	1	Viaduct Pond	On south-west side of Viaduct pond, cut back hedge below bench to create view of pond.
5	6	Viaduct Pond	Cut bramble and blackthorn suckers etc. in grassland by hedge
5	16, 50	Viaduct Pond	Remove or coppice young sycamores in enclosures to west of pond
5	39	Viaduct Pond	Coppice willow and silver birch and raise alder crowns along east bank, especially where impeding growth of emergent vegetation
5	50	Viaduct Pond	Control Japanese knotweed in enclosed area.
5	50	Viaduct Pond	Pull Himalayan balsam from marsh area
5	13	Viaduct Pond	Remove bramble and saplings from gorse area east of Viaduct. Coppice any degrading gorse, and consider planting more
5	13	Viaduct Pond	Weed planted heather on exposed east bank
5	1	Viaduct Pond	Create further Kingfisher/invertebrate bank along sandy bank to south of bridge. Dig vertical bank and revet where necessary for stability
6	4	Springett's Wood	Mow grass/scrub 2-3 times avoiding bluebell leaves.
6	Access	Springett's Wood	Clear & mow paths
6	Access	Springett's Wood	Clean & oil bench
6	16	Springett's Wood	Keep bramble in damp area near pond in check by cutting back, & remove sapling & seedling trees & shrubs & scrub; create scrape
6	50	Springett's Wood	Remove & dispose of <i>Crassula helmsii</i> if present in pond
6	36	Springett's Wood	Maintain pond; reduce vegetation in pond;
6	16	Springett's Wood	Check tree guards & tree ties, & clear scrub around young trees
6	30	<b>Springett's Wood</b>	<b>Lay hedge at rear of area, near back fence</b>
6	Access	The Elms/Radio Mast	Cut back bramble/scrub encroaching on access road
7	29, 50	Top side of Old Hockey Field	Cut brambles round and beside bench to Chris Dryhurst.
7	50	Old Hockey Field wild flower area	Pull thistles before cutting
8	19	Vale of Health Pond	Restore glade near pond inlets and possibly install small informal footbridge
8	50	Vale of Health Pond	Trim back bramble near bench above fishing pegs
8	50	Vale of Health Pond	Coppice saplings and lift trees competing with gorse on the south bank. Remove sycamore saplings from pond edge to south. Remove robinia suckers growing along east bank.
8	39	Vale of Health pond	Remove 2 young sycamore trees from east edge of pond

Map ref.	Policy nos.	Location	Description of work
8	13, 14	Tormentil Slopes	Cut bramble and rosebay willowherb as necessary with view to eradicating
8	13, 14	Tormentil Slopes	Cut areas of coarse grass repeatedly
9	16	Willow woodland north of upper Hampstead Bird Sanctuary	Maintain willow coppice area. Re-coppice/pollard willows
9	16, 19, 20	Path between Viaduct Pond and Vale toilets	Open up and improve habitat by coppicing both sides, leaving major native trees. Remove one more Robinia annually but retain the best specimens
9	4	'Secret glade' W of path between Viaduct pond & Hollow Beech	Reduce bramble
10	46	Pryor's Field	Check area where common spotted orchid grows to ensure it is not being outcompeted; manage appropriately if so.
10	50	Pryor's Field	Clear sycamore saplings and laurel from woodland strip along north edge
10	50	Pryor's Field	Pull any Himalayan balsam in damp patch. Pull Himalayan balsam in central bramble patch only if whitethroat not breeding.
10	Access	Pryor's Field	Make sure main paths are clear of bramble and in good order, and ditch line running along the south of the field has been regularly cleared of leaf litter and debris.
10	20	Pryor's Field	Cut 1/3rd of the scalloped eastern edge of Pryor's Field between the path and shrubs (excluding the area dominated by blackthorn) on a rotational basis
10	13	Pryor's Field	Remove seedling/sapling trees in grassland and gorse along northern edge, and maintain gorse by clearing bramble. Replenish gorse as necessary.
10	6	Pryor's Field	Reduce the extent of bramble in south-west of Field, near car park, cutting by hand as ant hills are present.
10	50	Pryor's Field	Cut or remove any purple Michaelmas daisy, and white Michaelmas daisy not growing in main patch
10	50	Pryor's Field	Cut areas dominated by hogweed or remove flowers before seeding and take off site in all areas except that specified on map in management plan
10	50	Pryor's Field	Cut round large white Michaelmas daisy patch
11	6	East Heath Road	Control spread of bramble, trees etc. onto road and grassland
11	6	East Heath Road	Regularly prune willows to maintain form and maintain safe driver visibility at car park entrance
12	6	Willow Road	Keep bramble back to current frontier, with elm suckers removed
12	29, 30	Preacher's Hill	Lay and extend short hedge on boundary of Children's Playground
12	50	Preacher's Hill	Cut area of California brome repeatedly to stop it flowering, leaving patch of Russian comfrey
12	6	Preacher's Hill	Cut cow parsley/ rough grassland and ash saplings alongside Willow Road in after cow parsley has flowered. Cut saplings by hand if necessary (car parking)
12	16, 50	Preacher's Hill	Remove sycamores & sapling ashes to benefit plane and oak, clump near East Heath Road
12	1	Preacher's Hill	Cut back small area of holly to improve view
12	1	Preacher's Hill	Replant willows alongside Christchurch Road to replace those that died in 2016. Fell dead willow tree.
12	16	Preacher's Hill	Reduce ivy on woodland trees
12	50	Preacher's Hill	Herbicide invasive bramble on edge of Willow Road near junction with Christchurch Hill, which is causing a nuisance with car parking
13	1	Lime Avenue	Cut back epicormic growth at base of limes along avenue length
14	6	Mixed Pond meadow	Cut grassland regularly, to keep back bramble encroachment
15	9	Tumulus Field Pond	Cut vegetation surrounding pond

Map ref.	Policy nos.	Location	Description of work
16	7, 50	Small Tumulus Field	Mow most or all of large triangular area before ragwort flowers, preferably leaving some uncut
16	50	Small Tumulus Field	Control hogweed: cut flowers off in areas which will not be mown
16	46	Small Tumulus Field	Cut bays every third year in bramble over 12 year cycle, leaving bird perching posts
16	46	Small Tumulus Field	Plant more dog rose in/near bramble bays to provide bird poaching posts
16	33	Small Tumulus Field	Remove tree seedlings/saplings from bramble edges
16	33	Small Tumulus Field	Coppice selected lengths of woody edges by hedge 3 & repeat as required to maintain edge habitat
16	5	Small Tumulus Field	Mow area of rosebay willowherb cut in 2016 until restored to grassland
16	33	Small Tumulus Field	Remove 2 immature ash trees in south-west corner to reduce shade; leave logs lying in bramble
16	46	Small Tumulus Field	Plant teasel in open area in bramble near Hedge 2 and elsewhere among bramble edges
17	29, 30	Hedge 2, western end	Coppice several young cherry trees and scrub on south side, leaving bramble, and lay hazel stools in centre which originate from original hedge
18	30	Hedge from Lido northwards	Manage part of hedge to reduce obstruction of path and thicken up base, leaving plenty of stock to grow into standards plus some shrubs as used for teaching purposes
19	6	Parliament Hill, near Dump	Mow close to fallen tree to prevent brambles growing up
20	16	Parliament Hill shrub islands	Lay second-to bottom shrub island on western path and cut back sloe encroaching into grassland by 2m.
21	30	Hedge along eastern boundary of Cricket Field, Parliament Hill	This newly-established hedge will soon get leggy and should be layed to create a good long-term structure.
22	E1	Heath Life Education Centre	Manage for ecology & education.
23	E1	Secret Garden	Manage for ecology and education
24	Access	Highgate no 1 and Men's ponds	Maintain windows onto ponds at trig points
<b>24</b>	<b>Access</b>	<b>Highgate no 1 pond</b>	<b>Make access improvements to dog swim</b>
24	H6, 1, 39	Highgate no 1 pond	Maintain 2 open viewing windows and prevent shading of marginals by coppicing willows on 3 year rotation. Windows should be re-coppiced if required to maintain view.
<b>25</b>		<b>Boating pond</b>	<b>Cut the two reed beds at northern corners of pond</b>
26	7	South Meadow	Mow all grassy glades except large areas north of stream to allow access & maintain grassland. Retain strip of long grass round edges.
26	46	South Meadow	Release scaly male fern from brambles
26	50	South Meadow	Pull or cut small balsam in Kenwood SSSI strip before it flowers
26	Access	South Meadow	Maintain area in front of Chubb shelter and clear scrub as necessary
26	19	South Meadow	Review need for further thinning & glade creation
26	16	South Meadow	Improve quality of best oak trees in area of close-growing oaks with bare ground beneath by removing about 3 mis-shapen smaller oak trees.
29	6, 19	South Meadow	Remove encroaching willow saplings north-west of Herman Barr bench in northern grassland, and coppice nearby willow tree (adjacent to area previously cut) to restore grassland
27	1	Saxon ditch near Hampstead Gate	Remove brambles and brushwood; maintain dead hedges aimed at reducing footfall on this historic feature



Map ref.	Policy nos.	Location	Description of work
28	47	Stream culvert crossing by bird feeders	Cut round where cuckoo flower grows
29	19	Orchard	Continue to coppice area of hazel/ash on a 7 year rotation. Plant additional hazel to fill gaps. Section 5 2016. Section 6 2017
29	Access	Orchard	Cut hedges, cut back nettles and other vegetation from path.
29	16	Orchard	Clear around recently planted hazels
29	16	Orchard	Remove one large sycamore
29	16	Orchard	Raise crowns of selected beeches where shading coppice areas
29	16	Orchard	Plant 2-4 pear and 2-4 apple trees into open sections. Section 6 2017 London and Middlesex varieties
30	47, 50	Cohen's Field ponds	Monitor for invasive species and remove as necessary
30	46, 50, visual access	Cohen's Field ponds	Stop shrubs & climbers growing higher than fence
30	36	Cohen's Field ponds	Autumn or late winter cut to pond edges to maintain a grassy fringe.
<b>30</b>		<b>Cohen's Field ponds</b>	<b>Reconnect ponds by blocking leak from 1st pond and ensuring overflow goes into 2nd pond</b>
31	Access	Upper (western) Cohen's Field	Maintain ditch to upper new pond to retain nearby crossing point
31	6	Upper (western) Cohen's Field	Continue to control expanding patch blackthorn, centre of Field towards northern edge
32	6	Lower (east) Cohen's Field	Grub out sapling trees from western fringe, transplant larger recently planted saplings.
33	46, 50	Model Farm Compartment: farm section	Eradicate knotweed and balsam. Also cut back fringe vegetation and saplings to maintain some open ground.
33	7,46	Model Farm Compartment: farm section	Yearly cut to 50% of area.
33	History	Model Farm Compartment: farm section	Remove vegetation growing on walls
33	7, 46	Model Farm compartment: top meadow	Continue to manage as open grassland by cutting late. Collect arisings and compost in area
33	4, 6, 46	Model Farm compartment: top meadow	July cut to perimeter of meadow for monitoring access. Care should be taken of grass snakes.
33	7, 46	Model Farm Compartment: Middle section	Maintain as rough meadow through autumn cut
33	4, 46	Model Farm compartment: farm section	Assess safety of 2 sycamores in north-west of farm area
<b>33</b>		<b>Model Farm compartment-top meadow</b>	<b>Create hibernaculum at north end of meadow for grass snakes. Create egg laying (compost) sites in warm south facing locations.</b>
34	7	Pipeline Triangle	Early summer cut to Triangle to reduce coarse grass vigour & encourage later-flowering knapweed & bedstraw
35	1 & others	Athlone House Gardens	Management according to detailed management plan
36	19	Cohen's Wood	Thin oaks selectively and use timber for projects around the Heath

Map ref.	Policy nos.	Location	Description of work
37	36	Stream line from Cohen's Wood to Ladies pond	Re-coppice streamline area. Maintain dams & aquatic vegetation to improve water quality along catchments. Further clearance & dam creation may be necessary.
38	1, 36 & others	Kenwood Education Garden	On-going maintenance including planting, pruning, weeding & mowing
38	1	Kenwood Education Garden	Develop management plan for area
39	47, 50	Ladies Pond meadow	Monitor and possibly remove thistle & ragwort round damp area
39	29	Ladies Pond Meadow	Thin oak trees, removing poorer specimens, from adjacent to Ladies Pond, southern section, to provide more light to pond and promote better specimens.
39	4	Ladies Pond Meadow	Reduce erosion caused by paths by cutting alternative desire lines adjacent to existing path in summer if required
40	47	Stock Pond meadow	Cut patches of invading rush in cold weather to reduce vigour, leaving main patch beside path
41	50	Ladies Pond	Plant wild flower area in lower meadow
41	50	Ladies Pond	Dig invasive <i>Crocsmia</i> from below spillway
41	Access, 39	Ladies pond enclosure	NW edge of pond: remove woody debris from water & coppice 15m section of bankside to encourage emergent vegetation & reduce debris encroachment into the swimming area
41	6	Ladies pond enclosure	Cut northern wet meadow area to prevent scrub encroachment.
42	36	Stock Pond	Continue to selectively thin & lift bankside trees to increase light levels & reduce leaf litter: remove dead elms
42	46	Stock Pond	Clear round wild service tree saplings
42	36, 39, 50	Stock Pond	Re-open canopy above northern marsh area. Remove seedling alders and dogwood
42	36	Stock Pond	Cut back scrub encroaching onto northern marsh area. Cut back to dead hedge.
43	50	Bird Sanctuary	Control Himalayan balsam & giant hogweed
43	47	Bird Sanctuary	Weekly clean & fill bird feeder
43	Access	Bird Sanctuary	Trim small hedge in front of bird feeder to maintain visibility
43	39	Bird Sanctuary	Coppice 10% of willows & alder along eastern edge.
43	39	Bird Sanctuary	Regular coppice or removal of recent regrowth from large birch tree southwards on one-year rotation, to provide more light to water
43	36	Bird Sanctuary	Continue to expand wet meadow E of pond through selective coppicing of trees and scrub encroachment
43	H6	Bird Sanctuary	Coppice alder & dogwood S end of pond to maintain a minimum of 2 view points
43	19	Bird Sanctuary	Coppice hazel area E of pond on 7 year rotation. Remove competing elm scrub.
43	36	Bird Sanctuary	Maintain channel N side of pond to increase wetness & habitat for reedbed
43	39	Bird Sanctuary	Remove selected trees and shrubs near reedbed
43	36	Bird Sanctuary	Cut one section of reedbed
43	36	Bird Sanctuary	Western wet meadow. Late cut to area to maintain as wet meadow and prevent encroachment onto reedbed. Leave small refuges.
43	36	Bird Sanctuary	Western wet meadow. Re-coppice willows every 2 years to maintain low growth
43	36	Bird Sanctuary	Dig more pools in western wet meadow to prevent drying out
43	36	Bird Sanctuary	Continue to increase reedbed through selective felling of birch & willow along NW edge of pond
43	6	Bird Sanctuary	Cut eastern dry area to prevent scrub encroachment.
43	36	Bird Sanctuary	Cut eastern wet meadow late winter

Map ref.	Policy nos.	Location	Description of work
43	6	Bird Sanctuary	Cut north western rough meadow to prevent succession. Keep some rosebay willowherb and maintain a bramble fringe. Autumn cut followed by late spring and mid-summer cut.
43	6	Bird Sanctuary	Cut rough meadow to the north of the reedbed late winter/early spring.
43	6	Bird Sanctuary	Late cut and early summer cut to grass area surrounding bird feeders to maintain as grassland
43	H6	Bird Sanctuary	Open up viewing window again from corner nearest Millfield toilets
43	Access	Bird Sanctuary	Open up 1-2 new sightlines from western section towards reeds.
43	43	Bird Sanctuary	Create amphibian and reptile hibernaculum. Exact location to be decided.
<b>43</b>		<b>Bird Sanctuary</b>	<b>Create 2-3 reptile egg laying sites through placement of vegetation/ compost in sunny areas</b>
43		Bird Sanctuary	Create small 6m channel linking the pools on the eastern edge with the main pond.
44	50	Southern slopes of Parliament Hill	Continue experimental regime of cutting selected areas of thistle monthly in season

## Heath Extension

Map ref.	Policy nos.	Location	Description of work
48	Access	Heath Extension, path edges	Rough cut throughout growing season
48	20	Heath Extension meadows	Development of scalloped edges between mown and long grass
49	29, 30	Hedge north of toilets, Extension	Top eastern section
50	29, 30	Hedge north of bothy, Extension	Lay or top
51	29, 30	Hedge east of cricket field, Extension	Coppice sloe and lay shrubs, northern end, west side
52	4, 33	Tree belt between two small meadows, Extension	Coppice young trees along northern edge to improve habitat & curtail further expansion into meadow
53	47	Extension, north-west corner of junior cricket field	Monitor ant populations
53	6	Extension, north-west corner of junior cricket field	Hand grub tree seedlings and saplings in uncut area & allow habitat to improve for meadow ants. Cut around hills
53	6	Extension, north-west corner of junior cricket field	Cut thistle areas to east and west in July to stop spread into area of ant hills
54	6, 7	Ikin's Corner meadow	Clear scrub and bramble to conserve broad-leaved helleborine, then maintain.
54	6, 8	Ikin's Corner meadow	Cut grassland every 2 years
55	7	New hockey pitch	Top 50% thistle along hedgerow on west of grassland
55	7	New hockey pitch	Maintain scalloped edge to bramble & close-mown grass
56	7	Meadow west of children's play area	Top 80% thistle along east hedge

Map ref.	Policy nos.	Location	Description of work
57	6	Meadow Lower & Upper Wield Field (formerly Meadow 308)	Reduce peripheral bramble. Target encroachment along north edge & remove seedling tree encroachment into meadow.
57	Access	Meadow Lower & Upper Wield Field (formerly Meadow 308)	Maintain horse ride and reinstate signposting
58	50	Meadow at North Point (far NE corner of Extension)	Hand pull or cut 80% thistle
58	7	Meadow at North Point (far NE corner of Extension)	Late annual cut leaving refuges
58	20	Meadow at North Point (far NE corner of Extension)	Develop scalloped edge between mown & uncut grass
58	7, 47	Meadow at North Point (far NE corner of Extension)	Cut & monitor three trial grassland management strips, cutting e.g. April/May; July; July then late
58	29	Meadow at North Point (far NE corner of Extension)	Cut hawthorn hedge
59	30	<b>Extension hedge south-west of Children's playground</b>	<b>Lay hedge</b>
60	1	Short hedge west of ponds	Try to layer old crab apple tree
61	4	Eastern edge of Extension	Maintain cut grass strip at base of privet hedges at rear of private gardens
62	20	Hedge between cricket & football pitches	Retain 4m bramble/grassland fringe to hedge, leaving some wide sections clear to give occasional access to stream
63	6	Grassland in NE corner of football pitch field	Grub sapling trees from grass area in upper corner near hedgerow
64	46	Cricket field	Maintain native black poplar saplings at lower north corner of field
65	H6	Near damp patch	Maintain viewing windows on both sides to give more view of stream
66	4, 7	Extension Ponds	Maintain damp meadow by autumn/winter cut & clear from W edge of ponds 2-7. See management plan for location.
66	6, 16	Extension Ponds	Cut/coppice scrub & grub bramble from N, S & E edge of pond 1 to maintain low scrub & wildflower area & prevent encroachment into pond. Remove fallen hawthorn. See management plan for location
66	19	Extension ponds	Remove selected hollies from corners of Ponds 1, 2 and 3.
66	19	Extension Ponds	Remove one willow tree and lift another, Pond 1, to increase light levels
66	6, 16	Extension Ponds	Cut/coppice scrub & grub bramble for N, S & E edges of ponds 5&6 to maintain low scrub & wildflower area & prevent encroachment into pond. See management plan for location

Map ref.	Policy nos.	Location	Description of work
66	6, 16	Extension Ponds	Cut/coppice scrub & grub bramble for N, S & E edges of pond 7 to maintain low scrub & wildflower area & prevent encroachment into pond. See management plan for location
66	16	Extension Ponds	Selectively coppice shrub islands/groups on 10 yr. cycle to maintain thick vegetation. Coppice 1 island/yr. See management plan for location.
66	36	Extension Ponds	Maintain open water by removing 50%-75% emergent vegetation from ponds 2-6 approx. every 10 years. Spread arisings along ground to west of ponds 4-6. Maintain minimum 50% open water.
66	50	Extension Ponds	Remove New Zealand Pigmyweed, <i>Crassula helmsii</i> , from pond 2+5 and any other ponds where it is present.
66	47	Extension Ponds	Monitor dragonflies
66	41	Extension Ponds	Remove silt from ponds 1 & 7 by dredging sediment. Engineers department
66	Access	Extension Ponds	Maintain views to ponds in small sections of east and west sides through summer coppicing of vegetation.
66	46	Path edge near to Extension No.1 pond	Ensure marsh woundwort population west of Pond 1 is conserved. Coppice willow shading plants and maintain short section of path to west by cutting through nettle patch again.
<b>67</b>		<b>Extension small pond</b>	<b>Dig out small Extension pond and reduce willow shading the pond</b>
68	30	Extension, hedge on east side of horse ride at latitude of Children's Playground	Lay sections of hedge

## West Heath

Map ref.	Policy nos.	Location	Description of work
69	2, 7	Flagstaff	Regular cut, but with midsummer window to allow flowering of wildflowers
69	H6	Flagstaff	Maintain view from benches towards Harrow
69	13, 14	Flagstaff gorse patch	Coppice a section of gorse on 12 year rotation and remove seedlings sycamore, oak and birch in compartment. Section 4 in 2016. Section 5 in 2017. This section will require clearing and planting initially. Follow-up bramble removal in spring/summer if needed
69	14	Flagstaff gorse patch	Gorse expansion in section 4. Remove tree and scrub cover from area. Grub out any bramble. Rake and remove as much top soil as possible. Plant up with potted gorse.
69	13, 14	Flagstaff gorse patch	Plant any open areas with gorse
69	13, 14	Flagstaff gorse patch	Follow up management of recently coppiced/expanded area of gorse. Revisit section to remove any returning scrub or bramble growth. Replant any failed gorse. Section 4 in 2017
69	Access, safety	Flagstaff gorse patch	Coppice 1-2m strip of gorse from either side of main east-west track to maintain access and firebreak
70	13	Heath lands, next to Jack Straws car park	Late annual cut, leaving refuges
71	13, 14	Heather stand on slope by Hill garden middle gate (old section of Pergola)	Weed existing heather. Increase area of heather/acid grassland by cutting back scrub and bramble from the fringes particularly the lower slopes.

Map ref.	Policy nos.	Location	Description of work
71	14	Heather stand on slope by Hill garden middle gate (old section of Pergola)	High cut to lower heather section to maintain as low heath and prevent scrub encroachment
71	13, 50	Heather stand on slope by Hill garden middle gate (old section of Pergola)	Control bracken
<b>71</b>		<b>Hill garden wall</b>	<b>Re-coppice hazel stools near to Hill Garden wall</b>
72	46, 50	Area opposite Hill Garden main gate, adjacent to North End Way	Remove bramble & bracken encroaching on lily-of-the-valley & grassland
72	13	Inverforth Close/Hill Garden heather site	Weed and maintain heather
72	14	Inverforth Close/Hill Garden heather site	Increase area of heathland/acid grassland through selective tree and scrub removal from eastern edge
72	14, 15	Inverforth Close/Hill Garden heather site	Cut perimeter of area 2-3 times to prevent bramble and scrub encroachment.
73	13	Drying Ground	Coppice or lift gorse growing over heather surrounding gorse patch. Weed & maintain heather on slopes
73	15	Drying Ground	Maintain open aspect under pines by bramble & scrub removal
73	14	Drying Ground	Continue to Increase area of Heathland/acid grassland through selective tree and scrub removal southern slopes towards hollow. Rake or scrape off heavy areas of leaf mulch.
73	6, 14, 15	Drying Ground	Cut open area down to hollow to prevent scrub regrowth and establish grassland
74	7	Grass Square opposite Bull & Bush public house	Late cut to grass, removing cuttings. Cut away from road edge.
75	29	Cuttings Path	Maintain hedge and prevent encroachment
75	7	Cuttings Path	Maintain grass bank with late annual cut
75	16, 19	Cuttings Path	Maintain sightlines and open aspect along length of path

## Whitestone Pond and Judges Hollow

Map ref.	Policy nos.	Location	Description of work
82	36	Whitestone Pond	Maintain pond to specification outlined by City Surveyors. Cut reeds overhanging path in early spring
<b>82</b>		<b>Whitestone Pond</b>	<b>Cut reedbed</b>
83	Access	Lower corner West Heath road/ Branch Hill junction	Maintain sightlines for traffic on lower bend.

Map ref.	Policy nos.	Location	Description of work
83	Access	Lower corner West Heath road/ Branch Hill junction	Cut back road edge from Branch Hill junction down to West Heath meadow if necessary road closure can be obtained
84	7, 50	Flat area at top of Judges Hollow, close to flagstaff	Early cut; top thistle within grassland area
85	50	Judges Hollow	Flail low bramble patches invading grassland
85	7, 13	Judges Hollow small wooded area & steep slope	Late annual cut to half slope
85	50	Judges Hollow small wooded area & steep slope	An isolated & expanding area of thistle & nettle on edges of bank needs regular cut to prevent expansion into acid grassland
85	50	Judges Hollow lower section & gentle slope	Cut or pull patches of nettle among fine grasses
85	50	Judges Hollow lower section & gentle slope	Selective cut during May & July to reduce aggressive coarse grasses.
85	50	Judges Hollow lower section & gentle slope	Remove bramble & seedling trees encroaching on all open areas
85	50	Judges Hollow area of mature gorse	Remove large turkey oak and any seedling sycamores
85	7	Judges Hollow lime & chestnut avenue	Late cut of grass next to houses.
85	Access	Judges Hollow lime & chestnut avenue	Prune epicormic shoots on limes

## Sandy Heath

Map ref.	Policy nos.	Location	Description of work
86	Access	Path from Spaniards Green to Ikin's Corner	Cut back bramble encroachment
87	20	Sandy Road	Continue cutting 2 coupes/year along ride in 5-year rotation. Sections 2a + 5b in 2016, 3b + 4a in 2017 See map.
87	50	Sandy Road	Remove Turkey oak from section 5b and norway maple from section 2a.
87	20	Sandy Road	Cut scalloped 2-3m strip along path edge during July
88	H1	Cooling Track	Monitor & remove tree seedlings along ditch as necessary
88	7	Cooling Track	Glade opposite Extension top locking bar: late cut at end of season
88	43	Cooling Track	Clear ditch culvert as necessary
89	50	Old Sand Pit, behind Heath House	Remove seedling sycamores
<b>89</b>		<b>Old Sand Pit, behind Heath House</b>	<b>Coppice ash and Sorbus saplings and remove one Turkey oak and one sycamore annually to increase ground flora</b>

Map ref.	Policy nos.	Location	Description of work
89	Access	Old Sand Pit, behind Heath House	Shape low epicormic growth from lime trees by bench
90	7, 50	Woodland next path & horse chestnut avenue, south of end of North End	Late cut to the Lily of the Valley area to remove bramble & ivy encroachment
91	39	Sandy Heath ponds	Selectively coppice or remove tree/gorse and scrub cover from the edge of pond No.3 to prevent shading and establishment of large trees.
91	4, 14	All Sandy Heath ponds	Remove bramble developing in damp shaded areas & acid grassland
91	36	All Sandy Heath ponds	Remove selected emergent vegetation + sediment to prevent succession & maintain area of open water. Pond 1 in 2016 or 2017 with mini-digger/contractor
91	14	All Sandy Heath ponds	Regular cut of grass adjacent pond 4 to establish & maintain acid grassland
91	36	Main Sandy pond	Boom and net duckweed from pond No.2 surface when covering greater than 25% of pond surface
91	39	Main Sandy pond	Remove trees from centre of large Iris bed in pond No.2.
91	14	Sandy Heath grassland	Remove turkey oaks from selected areas to increase the extent of acid grassland.
92	13, 14	Pitt's Garden	Weed & maintain heather plantings. Remove pine tree seedlings & saplings. Remove willow saplings.
92	16	Pitt's Garden	Remove three pine trees to provide room for the rest to mature
92	13	Pitt's Garden	Keep bramble controlled in areas of gorse
92	14, 15	Pitt's Garden	High cut of northern heather section to maintain as low heath and prevent scrub encroachment
92	14, 15	Pitt's Garden	Cut around heather sections to prevent scrub encroachment
92	H1	Pitt's Garden	Keep listed wall adjacent to North End clear of vegetation.
92	H1, 50	Pitt's Garden	Remove some bramble & buddleia & coppice gorse along top of crib wall bank
92	4	Pitt's Garden	Maintain margins as grassland & prevent scrub encroachment on path by fence adjoining North End Way
92	14	Pitt's Garden	Increase area of potential heathland through removal of selected shrubs and trees from northern section.
93	6	Paddock	Grub tree seedlings & bramble as necessary
93	50	Paddock	Reduce thistles
93	7	Paddock	Early spring cut to 80% of meadow, leaving refuges, & repeat cut in summer, to encourage scabious
93	46	Paddock	Plant scabious plugs around Paddock to encourage spread
94	50	Large (Summer) Meadow	Control majority of Canadian golden rod, Russian comfrey & Michaelmas daisy as required
94	50	Large (Summer) Meadow	Remove non-native tree seedlings in peripheral areas of meadow
94	7	Large (Summer) Meadow	Early spring cut (around March) to allow invertebrates to overwinter in dead stems
94	6	Large (Summer) Meadow	Cut back bramble edge on south side by 3m
94	6	Large (Summer) Meadow	Continue to remove saplings coming up through gorse
95	13, 14, 15	Sandy Gorse patch	Coppice/expand gorse on a 12 year rotation. Section 5 in 2017. Grub out seedling trees and remove bramble. Plant up any bare/dead patches with potted gorse
95	13	Sandy Gorse patch	Follow up management of recently coppiced area of gorse. Section 4- Revisit section to remove any returning scrub or bramble growth. Replant any failed gorse.



Map ref.	Policy nos.	Location	Description of work
95	13	Sandy Gorse patch	Coppice 1-2m strip of gorse from either side of main east-west track.
95	13, 14, 50	Sandy Gorse patch	Control bracken
96	16, 23	Woodland adjacent Spaniard's Road	Remove cycle jumps
97	H6	North End Green: corner North End & North End Avenue	Cut bramble beneath trees to open view of Green from North End Avenue.
97	Access	North End Green: corner North End & North End Avenue	Put in new boundary posts adjacent to old ones, leaving the bases of the former rotten posts in the ground for stag beetle larvae and prevent disturbance of newts
98	1	Woodland edge north end Bridle Cottage entrance	Maintain open aspect along Bridle Cottage wall
99	4	Hill above Wyldes Farm	Maintain 5m grass verge by cutting twice p.a.
99	H6	Hill above Wyldes Farm	Remove small holly regrowth & saplings
99	H6	Hill above Wyldes Farm	Cut low bramble on bank in summer
99	Access	Wyldes Farm access road	Remove any garden rubbish
99	Access	Wyldes farm access road	Strim round bollards throughout season
99	Access	Wyldes farm access road	Selectively thin trees growing into road
99	16	Woodland near Wyldes Farm	Manage area with pines to encourage these by removing senescent larches and nearby Turkey oaks and planting new Scots pines.

## Golders Hill Park

Map ref.	Policy nos.	Location	Description of work
100	47	Golders Hill Park and elsewhere	Review hedgehog survey from 2016 and implement recommendations in 2017 which may include full Golders Hill Park survey and link with ZSL funded project



# Arboricultural Works

## Veteran trees

Policy nos.	Location	Description of proposed works
NL13	Selected locations Heath-wide	<p>Management to tranche of next 10 nominated trees from the Veteran Tree Survey. Proposed works to include:</p> <ul style="list-style-type: none"> <li>• Haloing adjacent tree canopies</li> <li>• Felling selective encroaching trees</li> <li>• Retrenchment pruning</li> <li>• Cable bracing</li> <li>• Dead hedging</li> <li>• Mulching</li> <li>• Moving paths/targets</li> </ul> <p>Compost Tea (microbial foliar and soil drench) applications to the Veteran oaks at Hampstead Gate</p> <p>Soil sampling to Veteran Oaks at Hampstead Gate</p>

## Wild service

Policy nos.	Location	Description of proposed works
NL4	Selected locations Heath-wide	<p>Continue to record new found specimens.</p> <p>Works to nominated trees. Proposed works to include:</p> <ul style="list-style-type: none"> <li>• Haloing adjacent tree canopies</li> <li>• Felling selective encroaching trees</li> <li>• Retrenchment pruning</li> <li>• Dead hedging</li> <li>• Mulching</li> <li>• Moving paths/targets</li> <li>• Planting 4 year old saplings in identified locations</li> <li>• Collecting seed for next tranche of propagation</li> </ul>

## Poplar project

Policy nos.	Location	Description of proposed works
NL1	Selected locations Heath-wide	<p>Survey of entire Poplar population Identification &amp; prioritisation of works required. To include:</p> <ul style="list-style-type: none"> <li>• Reduction of lapsed pollards</li> <li>• Removal of ivy to aid annual inspection</li> <li>• Removal of significant dead wood and hazard beams</li> </ul>

## Un-programmed and routine tasks

Policy nos.	Location	Description of proposed works
<b>NL14</b>	Selected locations North London Open spaces - wide	<p>Emergency works, to include making safe windblown and recently identified (Arbortrack) unstable and/or decayed trees</p> <p>Felling dead elm regeneration</p> <p>Retrieval of kites and other foreign objects</p> <p>Crown lifting for public/transport access</p> <p>Remedial tree works, to include reduction, felling, pollarding, coppicing &amp; airspading</p> <p>These works produced from Arbortrack Tree Risk Sequencing Inspections.</p> <p>Pest and disease monitoring: Inspect for disease and pests within tree populations, including;</p> <ul style="list-style-type: none"> <li>• Massaria</li> <li>• Oak Processionary Moth (pheromone trapping and nest location. Managing nest removal)</li> <li>• Chalara fraxinea – (Ash die back)</li> <li>• AOD (Acute Oak Decline)</li> <li>• Ceratocystis platani - Plane wilt</li> <li>• Xylella fastidiosa - Bacterial leaf scorch</li> </ul>

## Additional Works

Policy nos.	Location	Description of proposed works
	Burnham Beeches  Haringey & Camden  Hampstead Heath	<p>Veteran beech pollard restoration</p> <p>Working Party – assisting neighbouring Local authorities to carry out woodland conservation &amp; veteran tree management</p> <p>Flood Management: assisting and advising on arboricultural operations on dam structures on Highgate and Hampstead chains</p>

# Formal Areas

## Golders Hill Park, Hill Garden & the Pergola

(Includes sports areas on the Heath Extension and Keats House)

### Routine Cyclical Maintenance: January 2017- March 2018

Location	Details of Proposed Work: Jan 2017- Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
<b>Heath Extension</b> 2 Cricket Squares & Outfield	Maintain cricket squares and outfield which will include mowing, preparation and re-instatement of individual wickets, rolling, fertilising and irrigation. Priority will be given to non-chemical control methods. Inspect and maintain cricket practice nets.	Early April to Mid-September	Site Supervisor	S1, S2, S7
	End of season renovation of cricket squares to include deep scarification, solid tine aeration, top-dressing with surrey loam, over seeding with dwarf perennial rye grass, disease and weed control. Priority will be given to non-chemical control methods. Erect post and chain fence during off season.	Mid- September to Early October	Site Supervisor	S1, S2, S7
<b>Heath Extension</b> Grass Sports Areas: 3 football pitches 3 rugby pitches 1 school running track 2 Cricket nets	Maintain grass sports areas which will include marking and setting out goal posts, mowing; preparation and re-instatement of individual areas and fertilising. Priority will be given to non-chemical control methods. Maintain and foster close working relationships with sports and leisure administration officer, and encourage usage of the facilities with sports clubs and neighbouring schools.	Winter sports: Late September to Early April Summer Sports: April to September	Site Supervisor	S1, S2, S7
	Renovation of grass pitches and grids to include aeration to overcome surface compaction, top-dressing and over-seeding centre circle and goal mouth areas. Repairing and checking goal posts, nets and sockets. Priority will be given to non-chemical control methods.	Mid-April	Site Supervisor	S1, S2, S7,

Location	Details of Proposed Work: Jan 2017- Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
<b>Heath Extension Sports:</b> 3 football pitches 3 rugby pitches 1 school running track	Renovation of grass pitches to include aeration to overcome surface compaction and Plantain control. Top-dressing and over-seeding centre circle and goal mouth areas. Repairing and checking goal posts, nets and sockets. Organisation and management of School Sports Day, School / Club Training Sessions & Athletics Meetings	September	Site Supervisor	S1, S2, S7
<b>Heath Extension</b> 6 Changing Rooms 2 Officials Rooms	Provide clean, well-maintained facilities to schools and sports clubs all year round. Facilities to be routinely cleaned.	On-going throughout season	Site Supervisor	S1, S2, S7
<b>Golders Hill Park / Heath Extension / Pergola</b> Informal Recreational Grass	Grass cutting of informal recreational areas a. Daily collection of litter, debris and dog faeces.	Minimum once every seven days	Site Supervisor	S1, S2, S7
<b>Public Toilets - Golders Hill Park</b>	Ensure daily cleaning of toilets and regular checks. Replenish toilet rolls and soap on an hourly basis during peak times. Arrange for one deep clean in March/April and twice yearly empty of separation tank	Daily  April / September	Site Supervisor	B4
<b>Golders Hill Park / Heath Extension / Pergola</b> Routine patrolling and	Visual presence will be maintained by Keeping staff during opening hours. Staff will interface with the public and hand out information answer queries and monitor bye-laws as necessary. Assist the Hampstead Heath Constabulary with emergency situation, for example lost children, lost dogs and vulnerable people.	Daily	Site Supervisor	A1
<b>Hill Garden Pergola</b> Wedding Ceremonies	Assist the Business Manager with wedding Ceremonies	As per Bookings	Business Manager / Site Supervisor	D6

Location	Details of Proposed Work: Jan 2017- Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
<b>Golders Hill Park</b> 2 Grass Tennis 2 Croquet Squares 1 Putting Green 2 Table tennis tables	Maintain grass tennis courts and croquet squares to include twice weekly mowing, monthly verti-cutting, aeration, fertilising, disease, weed, moss control. Irrigation, divot repairs and marking out and rotation of individual courts. Priority will be given to non-chemical control methods.	May to September	Site Supervisor	S1, S2, S7
<b>Golders Hill Park</b> 2 Grass Tennis Courts 2 Croquet Square 1 Putting Green 2 Table tennis tables	End of season renovation of grass tennis courts, putting green and croquet lawns to include scarification, aeration, topdressing, over seeding with bent & fescues mix. Disease, weed and moss control. Priority will be given to non-chemical control methods, for example, daily dew removal to discourage disease outbreaks and dispersal of worm casts.	September/October	Site Supervisor	S1, S2, S7
<b>Golders Hill Park</b> 4 Hard Tennis Courts	Maintain four hard tennis courts to include daily inspections for debris, vegetation, wear and tear. Daily checking of nets and fencing. Management of bookings and soft launch of Club Spark online booking system. Priority will be given to non-chemical control methods for control of moss and algae.	All Year	Site Supervisor	S1, S2, S7
<b>Golders Hill Park</b> Natural Grassland Areas / Orchard Meadow / Dell Area / Swan Pond	Management of natural grass areas to encourage flora and fauna. Pathways cut through on a weekly basis and areas are "framed".to define the area	April to November	Site Supervisor	NL3
<b>Golders Hill Park</b> Natural Grassland Areas Orchard Meadow / Dell Area	Annual cut and collection - all grass cuttings to be re-cycled. Followed by three general maintenance cuts before end of November.	August to November	Site Supervisor	NL3

Location	Details of Proposed Work: Jan 2017- Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
<b>Golders Hill Park</b> Sustainable Planting in Walled Garden	Maintain sustainable plantings to include lifting and dividing, irrigation, staking, pest, weed and disease control - priority will be given to non-chemical control methods. Maintain and update interpretation boards and other media	All Year	Site Supervisor	D1, NL10
<b>Golders Hill Park / Hill Garden, Pergola / Kitchen Garden / Keats House:</b> Specimen Tree Management	Maintain specimen trees to include irrigation, pruning for vigour, form, safety, pest, weed and disease control, checking of tree stakes. Priority will be given to non-chemical control methods.	All Year	Site Supervisor	D1
<b>Golders Hill Park / Hill Garden, Pergola, Kitchen Garden / Keats House</b> Shrub Bed Management	Maintain shrub beds to include mulching, routine formative and regenerative pruning. Non-chemical weed and disease control via hoeing and removal or pruning out dead plants or branches. Hand irrigation if necessary. Priority will be given to non-chemical control methods.	All Year	Site Supervisor	D1
<b>Golders Hill Park / Hill Garden, Pergola, Kitchen Garden / Keats House</b> Hedge Management	Cut hedges to an appropriate height to encourage vigour, density and maintain views. Hedges include Privet, Hornbeam, Yew, Buxus, Holly, Copper Beech, and Lonicera. Priority will always be given to the bird nesting season.	August to April	Site Supervisor	NL6
<b>Golders Hill Park</b> Hanging Baskets by Café / Planting Tubs / Spot planting in borders	Install hanging baskets and other seasonal planting areas maintenance to include weed & disease control, dead-heading, fertilising and daily irrigation. Priority will be given to non-chemical control methods.	May to November	Site Supervisor	D1



Location	Details of Proposed Work: Jan 2017- Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
<b>Golders Hill Park / Heath Extension</b> Children's Play Areas	Daily visual inspections will be carried out by staff and all findings recorded.	Daily,	Site Supervisor	E1,E3 P1
	Children's play areas will be formally checked by qualified staff on a monthly basis.	Monthly	Site Supervisor	E1,E3
	Annual external playground inspections will be carried out by independent inspectors, with any recommendations actioned in the time specified	Annually	Site Supervisor	P1
<b>Golders Hill Park</b> Zoo	Recommendations from the London Borough of Barnet's licensing authority will be adhered to. Links will be pro-actively maintained through BIAZA (British and Irish Association of Zoos and Aquariums) and via the Zoo ethics committee which meets twice per year.	All Year	Site Supervisor	E1,E3 P1,P10, NL10
<b>Golders Hill Park</b> Zoo	<p>Maintain all livestock and enclosures within the zoo to the animal welfare and husbandry standards as required by the Zoo licensing Act.</p> <p>Monitor and maintain all enclosures and housing infrastructure within the zoo, to ensure safety and continued suitability. Liaise regularly with the zoo veterinarian to ensure the health of all the livestock within the zoo.</p> <p>Ensure grass levels and general foliage within the animal enclosures are kept at a presentable level throughout the year. Areas left uncut to encourage natural animal behaviour e.g. foraging</p> <p>Promote the zoo to members of the public through advertised feeds, talks, donkey walks and animal adoption scheme. Maintain interpretation boards and other media.</p>	All Year	Site Supervisor	E1,E3 P1,P10, NL10

Location	Details of Proposed Work: Jan 2017- Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
<b>Golders Hill Park</b> Butterfly House	Full access to the Butterfly House will be available to the public during agreed opening hours. The facility will be maintained in accordance with good husbandry practice. Maintain interpretation boards and other media	March to end October	Site Supervisor	E1,E3 P1, NL10
<b>Golders Hill Park / Heath Extension / Hill Garden, Pergola, Kitchen Garden</b> Litter	All areas to be litter picked daily. Litter bins to be emptied daily.	All Year	Site Supervisor	P3
<b>Golders Hill Park / Heath Extension / Hill Garden, Pergola, Kitchen Garden / Keats House</b> Footpaths, Signage, Fences	Footpaths, signage, fences will be checked on a daily basis and repairs carried out as and when required. Wooden edging boards repaired as necessary.	Daily	Site Supervisor	B8
<b>Golders Hill Park</b> Christmas Tree	Erection and, later, dismantling of Christmas tree by main North End Road entrance.	December to January	Site Supervisor	
<b>Golders Hill Park / Hill Garden, Pergola, Kitchen Garden / Keats House /</b> Heath Hands Volunteers	Provide a programme for Heath Hand volunteers for the horticulture projects and works undertaken at the various locations across the Park, Hill Garden and Kats House	All Year	Site Supervisor	A8
<b>Golders Hill Park / Heath Extension</b> Ditch Management	Maintain ditches and water courses. Grid clearance to be carried out during inclement weather. All ditches to be maintained as specified in Corporation of London hydrology policy.	All Year	Site Supervisor	HY1 NL5

Location	Details of Proposed Work: Jan 2017- Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
<b>Golders Hill Park / Heath Extension</b> Children's Entertainment / Bandstand Concerts	Overseeing of children's education / interpretation , bandstand concerts etc.	All Year	Site Supervisor	A1 D3
<b>Golders Hill Park</b> Ponds and Streams	Quarterly maintenance of pond pumps and filters. Daily inspection of overflows and safety equipment. Management of vegetation on pond edges.	All Year	Site Supervisor	HY1, NL5
<b>Golders Hill Park / Hill Garden, Pergola, Kitchen Garden / Heath Extension</b> Filming	Manage filming events on the Heath to ensure that there is no long-term damage to the landscape and minimise disruption to local communities.	All Year	Site Supervisor	P8

### Projects planned at Golders Hill Park: January 2017- March 2018

Location	Details of Proposed Work: Jan 2017- Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
<b>Golders Hill Park</b> Zoo	Continue to explore transformational management of the zoo in accordance with Zoo Licensing Act 1981. Work towards producing a collection plan for the zoo.	All Year	Zoo & Farm Team Leader	B14
<b>Golders Hill Park</b>	Install new Christmas tree pit to site at top of Park	January to March	Site Supervisor	D1
<b>Golders Hill Park</b>	Plan and implement new planting plan for Log Garden	January to March 2018	Site Supervisor	D1
<b>Hill Garden, Pergola, Kitchen Garden</b>	Re-lay sedex pathways throughout Kitchen Garden	November to March	Site Supervisor	D1
<b>Hill Garden</b>	Second phase re-planting works to the Hill Garden North boundary border.	November to March	Site Supervisor	D1
<b>Golders Hill Park / Heath Extension / Pergola</b>	Embed updated bench survey information and database into routine annual work programme and projects plan. Implement annual bench maintenance schedule with a target of 15 renewals to address benches reaching end of life. Liaise with	November to March 2018	Site Supervisor	B8

Location	Details of Proposed Work: Jan 2017- Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
Memorial Benches	Support Services for contacting of sponsors.			
<b>Golders Hill Park</b>	Research costs of wooden edging to be replaced with metal edging over a 10 year period.	On-going	Site Supervisor	D1
<b>Swan Pond</b>	Undertake edge protection works as identified in the Panel Engineer half yearly annual inspection.	Winter 2017	Site Supervisor	HY3

## Parliament Hill Fields

### Routine Cyclical Maintenance: January 2017- March 2018

Location	Details of Proposed Work: Jan 2017/ Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
<b>1 Cricket Square and Outfield</b>	Maintain cricket square and outfield which will include mowing, preparation and re-instatement of individual wickets, rolling, fertilising and irrigation. Priority will be given to non-chemical control methods. Inspect and maintain cricket practice nets.	Early April to Mid-September	Site Supervisor	S1, S2, S7
	End of season renovation of cricket table to include deep scarification, solid tine aeration, top-dressing with surrey loam, over seeding with dwarf perennial rye grass, disease and weed control. Priority will be given to non-chemical control methods.	Mid- September to Early October	Site Supervisor, Groundsman	S1, S2, S7
<b>Cricket enclosure</b> Woodland planting	Pruning management of blackthorn, hawthorn, rosa, buckthorn plantings along East and Southern boundary of cricket enclosure - outside of bird nesting season.	Late August-early April.	Site Supervisor	NL4, NL6
<b>Bowling Green / Croquet</b>	Liaise with licensee of the bowling green and offer advice and support throughout the year. Arrange for irrigation and machinery servicing.	Playing season April to September. Out of season October to March	Site Supervisor	S1, S2, S7
<b>Formal grass sports areas:</b> 1 football pitches 4 rugby training grids 6 schools training grids 1 soft ball area 5 rounder areas 4 mini football grids	Maintain pitches and training grids which will include marking out, setting out goal posts, mowing; preparation and re-instatement of individual areas and fertilising. Routine checking of goal post will be completed by daily inspections. Priority will be given to non-chemical control methods. Maintain and foster close working relationships with neighbouring schools and encouraging usage of facilities.	Winter sports: Late September to Early April Summer Sports: April to September	Site Supervisor	S1, S2, S7

Location	Details of Proposed Work: Jan 2017/ Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
<b>Formal grass sports areas:</b>  2 football pitches 1 rugby training grid 6 schools training grids 1 soft ball area 5 rounder areas 4 mini football grids	Renovation of pitches and grids to include aeration to overcome surface compaction, top-dressing and over-seeding centre circle and goal mouth areas.  Repairing and checking goal posts, nets and sockets.  Priority will be given to non-chemical control methods.	Mid-April	Site Supervisor	S1, S2, S7, S8
<b>Class A Certified Athletics Track</b>  Organisation and management of Athletics Meetings, School Sports Day, School/Club training Sessions & Corporate events.	Daily inspection of track (including hammer cage / pole vault, long jump and javelin run-ups / high jump fan / shot putt landing area / throwing areas etc. to check for debris and wear and tear. Check sand depth and quality and replace as necessary. Keep abreast with current UKA regulation changes. Routine checking of hurdles / landing mats / hammer wires / throwing equipment / pole fault and high jump stands and bars / judges stand / starting blocks / flags / relay batons. Replacement and repair as necessary. Setting out of track for meetings and training events (including schools). Ensuring the changing facilities including toilets are in a clean and tidy state on a daily basis. Maintain grass centre area and routinely replace divots.	Athletics meeting season: April-September  Training sessions, Sports days & Corporate events: All year	Site Supervisor	S1
<b>Petanque Area</b>	Daily checking of Petanque area to include debris removal, raking and replacement of topdressing material as necessary. Continual monitoring of weed and moss growth. Priority will be given to non-chemical control methods.	All year	Site Supervisor	S1, S2, S7
<b>10 Hard Tennis Courts</b>	Maintain courts to include daily inspections for debris, vegetation, wear and tear. Daily checking of nets and fencing. Management of bookings and soft launch of ClubSpark online booking system. Priority will be given to non-chemical control methods for the control of moss and algae.	All Year	Site Supervisor	S1, S2, S7
<b>Male / Female / Disable Public Toilets</b>	Ensure daily cleaning of toilets and regular checks. Replenish toilet rolls and soap on an hourly basis during peak times.	All Year	Site Supervisor	B4
	Arrange for one deep clean.	March & April	Site Supervisor	B4

Location	Details of Proposed Work: Jan 2017/ Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
<b>Informal Recreation Areas:</b> Dukes Field Stone of Free Speech Bandstand Grass Surrounds Children's Enclosure.	Grass cutting of individual grass recreational areas a minimum once every seven days. Daily collection of litter, debris and dog faeces. Re-instate as necessary.	March-October	Site Supervisor	P1
<b>Natural Grassland Areas</b> Parliament Hill	Management of existing natural grass areas to encourage flora and fauna and extend the natural aspects of the Heath into this municipal area. Lido café area pathways cut on a weekly basis and areas framed.	All Year	Site Supervisor	NL3
	Cut and collection of designated areas on a three yearly cycle. All cut grass to be baled and removed.	Mid- September to Early October	Site Supervisor	NL3
<b>Specimen tree Management:</b> Swains lane, Dukes field, Bull path.	After care and monitor growth of new and establishing trees. Maintain specimen trees to include irrigation, pruning for vigour, form, safety, pest, weed and disease control, checking of tree stakes. Priority will be given to non-chemical control methods.	All year	Site Supervisor	D1
<b>Mixed Borders:</b> Bowling Green	Maintain borders to include mulching, routine, formative and regenerative pruning. Non-chemical weed and disease control via hoeing and removal or pruning out dead plants or branches. Hand irrigation if necessary. Priority will be given to non-chemical control methods.	All year	Site Supervisor	D1
<b>Hedge Rows:</b> Highgate Road, Tennis Courts, Lido Wall, Bull Path and Bowling Green	Cut native hedges (outside of bird nesting season) to an appropriate height to encourage vigour, density and maintain views.	Late August-early April	Site Supervisor	NL6
<b>Parliament Hill:</b> Signage / Litter bins / Tennis Hut Shelter / Tennis Hut	Signage / Litter bins / Tennis Hut Shelters / Tennis Hut will be checked on a daily basis and repairs carried out as and when required.	All year	Site Supervisor	P3 B8
<b>Parliament Hill:</b> Paths, Roadways & Entrances	Check and maintain pathways in line with specifications to include top finishes. Carryout checks for potholes, cracks and deformations, making patch repairs where needed. Maintain sightlines at junctions, crossroads, adjoining gateways and entranceways for safe access and egress. Grass edging will be carried out during the growing season and wooden edging boards repaired as necessary. Manage traffic movements in line with risk assessment and safe systems of work.	Daily	Site Supervisor	P3

Location	Details of Proposed Work: Jan 2017/ Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
<b>Parliament Hill:</b> Gates, Fences and barriers Temporary & Permanent.	Check and maintain gates and entrances in good working order to include locks and padlocks. Check and maintain fence lines repairing and or replacing a needed. Temporary fencing/barriers to be placed proximal to the hazard and in such a way as to minimise disruption to users. All temporary fencing is to have signage to explain reasons for erection and time scale for removal; this is to be placed at time of erection.	Daily	Site Supervisor	B8
<b>Play Areas:</b> Traditional Play, 1 O'clock club, Adventure play & Children's enclosure	Daily visual inspections will be carried out by staff and all findings recorded.	Daily	Site Supervisor	E1,E3 P1
	Children's play areas will be formally checked by qualified staff on a monthly basis.	Monthly	Site Supervisor	E1,E3 P1
	Annual external playground inspections will be carried out by independent inspectors, with any recommendations actioned in the time specified	Annually	Site Supervisor	E1,E3 P1
<b>Outdoor Gym:</b> Trim Trail	Daily visual inspections will be carried out by staff and all findings recorded.	Daily	Site Supervisor	E1,E3 P1
	Children's play areas will be formally checked by qualified staff on a monthly basis.	Monthly	Site Supervisor	E1,E3 P1
	Annual external playground inspections will be carried out by independent inspectors, with any recommendations actioned in the time specified	Annually	Site Supervisor	E1,E3 P1
<b>Parliament Hill:</b> Ditches, drains, gullies and grids.	Maintain ditches and water courses. Grid clearance to be carried out during inclement weather. All ditches to be maintained as specified in Corporation of London hydrology policy.	All year		HY1 NL5
<b>Parliament Hill:</b> Routine patrolling	Visual presence will be maintained by Keeping staff during opening hours. Staff will interface with the public and hand out information answer queries and monitor bye-laws as necessary. Assist the Hampstead Heath Constabulary with emergency situation, for example lost children, lost dogs and vulnerable people.	All year	Site Supervisor	P1
<b>Highgate Road entrance:</b> Christmas Tree	Sighting and later, dismantling of Christmas Tree	December-January	Site Supervisor	
<b>Heath Hands Volunteers</b>	Provide a programme for Heath Hand volunteers for the horticulture projects and works undertaken at the Parliament Hill area.	All Year	Site Supervisor	A8

Location	Details of Proposed Work: Jan 2017/ Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
Filming	Manage events to ensure that there is no long-term damage to the landscape and minimise disruption to local communities.	All Year	Site Supervisor	P8

### Projects planned at Parliament Hill: January 2017- March 2018

Location	Details of Proposed Work: Jan 2017/ Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
Orchard	Landscaping works to remove existing mixed planting and replace with mixed native hedging in line with Hampstead Heath Management Plan B14.	Spring 2017	Site Supervisor	B14
Cricket enclosure: Stores wall	Plant native trees and hedge row in line in Northern Western section of the cricket enclosure.	Spring 2017	Site Supervisor	NL6
Cricket enclosure: On school boundary	Reduce and thin out hedging to allow light into to William Ellis school building.	Spring 2017 and Winter 2018	Site Supervisor	NL6
Nassington Road, Savernake Road Bridge & Hive	Landscaping works to create a more welcoming and natural rural gateway to the Heath. This is one of a number of on-going projects that evolved from 'Towards a Plan of the Heath'- Management plan part one 2007-2017	Spring 2018	Site Supervisor	B14
Highgate Road Hedge	Reduce section of hawthorn hedge by 1/3 on Highgate Road.	Winter 2017	Site Supervisor	NL6
Memorial Benches	Embed updated bench survey information and database into routine annual work programme and projects plan. Implement annual bench maintenance schedule with a target of 15 renewals to address benches reaching end of life. Liaise with Support Services for contacting of sponsors. This is part of a wider Memorial Bench Project for the main body of the Heath.	Winter 2017 and Spring 2018	Site Supervisor	B8



## Body of the Heath

### Projects planned for the body of the Heath: January 2017- March 2018

Location	Details of Proposed Work: Jan 2017/ Mar 2018	Timing of work	Who is Responsible	Link to 2007 Plan
<b>Millfield Lane Entrance</b>	Improvements to Heath entrance, involving fencing and gate replacement to more rural style, and landscape improvements to immediate area including toilet enclosure (as set out in Committee Report 2015).	Winter – Summer 2017	Site Supervisor	B4 B14
<b>Memorial Benches</b>	Embed updated bench survey information and database into routine annual work programme and projects plan. Implement annual bench maintenance schedule with a target of 15 renewals to address benches reaching end of life and to reinstate benches affected by the Ponds Project. Liaise with Support Services for contacting of sponsors.	Winter 2017 and Spring 2018	Site Supervisor	B8
<b>Parliament Hill summit – stage 2</b>	Continue improvements to this site, including de-compaction and restoration of path junctions, re-turfing and renewal of benches.	Spring – Summer 2017	Site Supervisor	
<b>Tumulus</b>	Replacement of perimeter fencing at the Tumulus in partnership with City Surveyors and renewal of adjacent memorial benches.	Autumn- Winter 2017	Site Supervisor	H1

# Operational Services

## Routine Cyclical tasks: January 2017- March 2018

Location / Task	Details of Proposed Work: Jan 2017 - Mar 2018	Timing of work	Who is Responsible	Link to Policy
<b>Equipment maintenance</b>	Ensure non-vehicular powered equipment is maintained to manufacturers' standards, commensurate with use. Ensuring an annual service of all items. Repair equipment based on priority, and	On-going	Fleet and Equipment Maintenance Operative (FEMO)	
	Scheduled service of machinery in accordance with the fleet and transport policy and PUWER	Quarterly, six monthly, annually	FEMO	
	Procure replacement machinery in a structured manner with consideration for Divisional and departmental need	On-going	FEMO	
<b>Fleet maintenance</b>	Service and maintain fleet in adherence to manufacturers' standards, and in accordance with the corporate transport policy. Ensure MOTs and Tax are up to date.	Six monthly	Fleet and Stores Operative	
	Liaise with Insurance team to report accidental damage and progress claims and repairs	As required	Operational Services Supervisor (OSS)	
<b>Stores</b>	Ensure sufficient stores are held to support daily operation of the Division.	On-going	Fleet and Stores Operative	S1 A1
	Perform annual stocktake in March/April and forward report to the finance section.	Mar/April	OSS	S1 A1
<b>Utilising IT and Technical resources</b>	Liaise with IS for technical maintenance and provision of services across the Division, supporting local staff when required.	On-going	OSS	B1
	Lead on provision of IS infrastructure on Heath Extension staff Bothy.	On-going	OSS	B1
	Lead on collection and collation of visitor counts across the Division.	On-going	OSS	P2
<b>H&amp;S</b>	Represent Division on Open Spaces H&S Improvement Group	Quarterly	OSS	A1
	Act as secretary for the Divisional H&S working group. Organising, and taking minutes of meetings	Quarterly	OSS	A1

	Organise and implement the Divisional H&S peer audits	Apr - Sep	OSS	A1
	Collate accident reports and support supervisors and managers with reporting and investigation	On-going	OSS	A1
	Liaise with Insurance Team to investigate and provide evidence relating to third party claims	On-going	OSS	A1
	Provide events H&S support by reviewing RAMS and local procedures	On-going	OSS	A1
<b>Events</b>	Provide events technical and logistic support, temporary structures, lighting, moving display trailers and toilet blocks	Per events diary	Operational Services team	A1
<b>Built Environment</b>	Manage Christmas tree lighting at Golders Hill Park, Parliament Hill and Queen's Park	Dec & Jan	Maintenance Team	H1
	Manage the Divisional permit to work system	On-going	OSS	A1 B1
	Liaise with Surveyors operational team and contractors for delivering projects	On-going	OSS	B1 B7
	Review Corporate Work Plan	Jan-Apr	OSS	B1 B7
	Maintain headline built asset issues log for Division	On-going	OSS	B1 B7

### **Proposed projects : January 2017- March 2018**

<b>Location</b>	<b>Details of Proposed projects - 2017/ Mar 2018</b>	<b>Timing of work</b>	<b>Who is Responsible</b>	<b>Link to Policy</b>
<b>Built Assets</b>	Support Surveyors department review of accommodation	2017 / 18	OSS	B2 B5 B6 A6
	Represent Division on client board to ensure the new BRM is fit for purpose.	2017	OSS	B1 B7 D1
	Assist surveyors department to review and update the built asset list	2017	OSS and Maintenance Team	H3 HY4 D1
	Upgrade and clad remaining waste bins across the Heath – 4 per month	2017	Maintenance Team	B1 P3 D1
	Install bicycle racks at East Heath	Apr 2017	Maintenance Team	B1 A1
	Replace locks on all external gates to Heath and review building locks with the aim to streamline, but maintain security.	June 2017	Maintenance Team	B1
	Change entry code to all automatic gates and barriers across the Division	Apr 2017	OSS	B1
	Investigate changing obsolete remote controls receivers and transmitters on gates and barriers	Sep 2017	OSS	B1
	Add callout code to all intruder and fire alarms and investigate provision of fob activation and deactivation for out of hours callout responders	Apr 2017	OSS	B1 B7

<b>Sustainability</b>	Support energy efficiency projects, and lead on implementation when funding is in place, including conversion of lighting to LEDs, and provision of photo electric power generation.	2017 /18	OSS	A6 B1
	Lead in the reduction of our fleet and equipment, ensuring purchase of replacement equipment which is sustainable and consistent, and Divisional and departmental requirements are implemented.	2017 /18	OSS	A10
<b>Utilising IT and Technical resources</b>	Provide technical support for infrastructure changes to align our provision with education and play strategy, specifically at the Hive	2017 - 18	OSS	E1 B5
	Lead on provision of management information to Leadership team via a management dashboard	Apr 2017	OSS	A1
<b>H&amp;S</b>	Lead on review of all risk assessments and conversion to current corporate format when Departmental generic assessments complete	Jan – July 2017	Maintenance Team	A1
	Procure Fire Risk Assessments for Division	Feb 2017	OSS	A1 B1
	Implement Permit to work system for Division	Jan 2017	OSS	A1

## Appendix 2 – Photographs of works carried out on site



**Figure 1: Tractor spraying of OPM**



**Figure 2: Anti compaction path section under construction**



**Figure 3: Conservation Team undertaking repairs to Millfield Lane**



**Figure 4: Disabled car park re-landscaping**



**Figure 5: Swain's Lane landscaping works in progress**



**Figure 6: Bin with new wooden cladding**

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# Agenda Item 8

<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood & Queen's Park	21/11/2016
<b>Subject:</b> Hampstead Heath Trustee's Annual report and Financial Statements for the Year Ended 31 March 2016	<b>Public</b>
<b>Report of:</b> The Chamberlain	<b>For Information</b>
<b>Report author:</b> Derek Cobbing	

## Summary

The Trustee's Annual Report and Financial Statements for the Year Ended 31 March 2016 for Hampstead Heath are presented in the format required by the Charity Commission.

## Recommendation(s)

Members are asked to:

- Note the report.

## Main Report

1. The Trustee's Annual Report and Financial Statements, in the format that is required by the Charity Commission, are presented for information. The draft accounts were circulated to your Chairman and Deputy Chairman. Subsequently the accounts have been signed on behalf of the Trust by the Chairman and Deputy Chairman of the Finance Committee and have been audited.
2. Following the review of the charities for which the City is responsible a report to your Committee on 10<sup>th</sup> May 2010 detailed key reports that should be presented to your Committee in future. The Trustees Annual Report and Financial Statements was one of these reports. Information from these statements will form the Annual return to the Charity Commission.
3. Much of the information contained within the Annual Report and Financial Statements has already been presented to your Committee via budget and outturn reports.

## Appendices

- Appendix 1 – Report and Financial Statements for the year ending 31<sup>st</sup> March 2016

Derek Cobbing  
Chamberlains department

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***HAMPSTEAD HEATH***  
***REPORT AND CONSOLIDATED FINANCIAL STATEMENTS***  
***FOR THE YEAR ENDED 31 MARCH 2016***

**Charity Number: 803392**

# HAMPSTEAD HEATH

## Trustee's Annual Report and Financial Statements for the year ended 31 March 2016

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# **HAMPSTEAD HEATH**

## **Trustee's report for the year ended 31 March 2016**

### **1. Reference and Administration Details**

Charity Name:	Hampstead Heath
Registered Charity Number:	803392
Principal Address:	Guildhall, London EC2P 2EJ
Trustee:	The Mayor and Commonalty and Citizens of the City of London
Chief Executive:	The Town Clerk of the City of London Corporation
Treasurer:	The Chamberlain of London
Solicitor:	The Comptroller and City Solicitor
Banker:	Lloyds Bank plc City Office, PO Box 72 Bailey Drive Gillingham, Kent ME8 OLS
Auditor:	Moore Stephens LLP 150 Aldersgate Street London EC1A 4AB

### **2. Structure, Governance and Management**

#### **The governing document**

The governing documents are the Hampstead Heath Act 1871 and the London Government Reorganisation (Hampstead Heath) Order 1989. The charity is constituted as a charitable trust.

#### **Trustee Selection methods**

The Mayor and Commonalty and Citizens of London, known as the City of London Corporation, is the trustee of Hampstead Heath. Elected Aldermen and Members of the City of London Corporation are appointed to the Hampstead Heath, Highgate Wood and Queen's Park Committee, together with six non City of London Corporation Members, one after consultation with the London Borough of Barnet, one after consultation with the London Borough of Camden, one after the consultation with the owners of the Kenwood lands and three after consultation with bodies representing local, archaeological, environmental or sporting interests, governing Hampstead Heath by the Court of Common Council of the City of London Corporation. The Finance Committee of the City of London Corporation administers the Hampstead Heath Trust Fund on behalf of the Trustee.

#### **Policies and procedures for the induction and training of trustee**

The City of London Corporation makes available to its Members, seminars and briefings on various aspects of the City's activities, including those concerning Hampstead Heath, as it considers necessary to enable the Members to efficiently carry out their duties.

# **HAMPSTEAD HEATH**

## **Trustee's report for the year ended 31 March 2016**

### **2. Structure, Governance and Management (continued)**

#### **Organisational structure and decision making process**

The committees governing the charity's activities are noted above. The committees are ultimately responsible to the Court of Common Council of the City of London. The decision making processes of the Court of Common Council are set out in the Standing Orders and Financial Regulations governing all the Court of Common Council's activities. The Standing Orders and Financial Regulations are available from the Town Clerk at the registered address.

#### **Details of related parties and wider networks**

Details of any related party transactions are disclosed in Note 17 of the Notes to the Financial Statements.

#### **Key management personnel remuneration**

The trust considers its key management personnel comprise the Trustees and the Director of Open Spaces who manages the seven open spaces funded by the City of London Corporation.

Support is also provided by other chief officers and their departments from across the City of London Corporation, including the Town Clerk and Chief Executive, Chamberlain, Comptroller and City Solicitor and City Surveyor.

The pay of the Director of Open Spaces is reviewed annually in-line with any uplift awarded to employees across the City of London Corporation. The City of London Corporation is committed to attracting, recruiting and retaining skilled people and rewarding employees fairly for their contribution. As part of this commitment, staff are regularly appraised and, subject to performance, eligible for contribution pay and recognition awards. If recruitment or retention of staff proves difficult, consideration is given to the use of market forces supplements in order to increase pay to a level that is competitive relative to similar positions in other organisations.

#### **Risk identification**

The Trustee is committed to a programme of risk management as an element of its strategy to preserve the charity's assets, enhance productivity for service users and members of the public and protect the employees.

In order to embed sound practice a Risk Management Group has been established in the City of London Corporation to ensure that risk management policies are applied, that there is an ongoing review of risk management activity and that appropriate advice and support is provided to Members and officers.

The City of London Corporation has approved a strategic risk register for all of its activities. This register helps to formalise existing processes and procedures and enables the City of London Corporation to further embed risk management throughout the organisation.

A key risk register has been prepared for this charity and has been reviewed by the committee acting on behalf of the Trustee. It identifies the potential impact of key risks and the measures which are in place to mitigate such risks.

There are 7 risks which have been identified as affecting all the Open Spaces. These are:

**HAMPSTEAD HEATH**  
**Trustee's report for the year ended 31 March 2016**

**2. Structure, Governance and Management (continued)**

**Risk identification (continued)**

- Animal, Plant and Tree Diseases;
- Extreme weather;
- Poor repair and maintenance of buildings;
- Impact of Housing/Highways Development;
- Recruiting and retraining appropriately skilled staff, contractors and the Public;
- Ensuring the Health and Safety of staff, contractors and the Public; and
- Delivering the Departmental Road map Projects and Programmes - includes Finance and Service Based Review savings.

There is a system in place for monitoring each of these risks and mitigating actions are undertaken including training, strengthening controls and plans of action.

These risks are then broken down into more site specific risks in each areas own risk register, together with any risks that only relate to that site.

**Risks which are specific to Hampstead Heath:**

1. Hampstead Heath Ponds overtopping leading to dam failure - a severe rainfall event which causes erosion which results in breach leading to failure of one or more dams. The impact would be potential loss of life and flooding of property and infrastructure. The Risk rating was extreme although unlikely. The Hampstead Heath Pond Project is progressing well, together with continued weather monitoring, telemetry and an on-site emergency action plan. Risk is now at extreme but rare until the completion of the project.
2. Hampstead Heath Bathing Ponds – members of the public swimming in unauthorised areas, and not paying attention to acclimatisation requirements could lead to death or serious injury. Mitigation includes training of lifeguards, appropriate signage and safety equipment reducing the likelihood from unlikely to rare.

**There are three keys risks in the Hampstead Heath Trust risk register:**

1. The first is in respect to the income from investments, should they decline. The impact of this could be major and so there are strict controls over this by having the funds managed by a professional fund manager, and by the Financial Investment Board regularly monitoring the performance of this fund manager. However the likelihood of such a decline is still seen as “possible”.
2. The second risk to be managed is where the Trustees have a conflict of interests. The control which exists is for those concerned to have a specific understanding of trust law and the protocol for disclosing any potential conflict, with this in mind although the impact might be serious, the likelihood is viewed as “unlikely”.
3. The third risk is of a loss of directly employed staff and/or the support staff. The existing controls are of a documentation of systems, plans and projects, as well as having any necessary training programs. Again the impact could be serious the likelihood is considered “unlikely”.

# HAMPSTEAD HEATH

## Trustee's report for the year ended 31 March 2016

### 3. Objectives and Activities for the Public Benefit

The Trustee has due regard to the Charity Commission's public benefit guidance when setting objectives and planning activities.

The object of the charity is the preservation of Hampstead Heath in perpetuity as an Open Space for the recreation and enjoyment of the public.

This charity is operated as part of the City of London's City's Cash. The City of London is committed to funding the ongoing net operational costs of the charity in accordance with the purpose.

The Hampstead Heath Trust Fund is a subsidiary controlled by this charity. That charity was established under the Local Government Reorganisation (Hampstead Heath) Order 1989 with an endowment of £15m. Its purpose was to contribute towards the running costs of the Heath. Separate accounts are prepared for the subsidiary, which are consolidated with these accounts.

### 4. Achievements and Performance

#### Key targets for 2015/16 and review of achievement

The key targets for 2015/16 together with their outcomes were:

- **Implementation and management of the Hampstead Heath Ponds Project which has received agreement to proceed and all of the necessary planning approvals. The City will work closely with the Community Working Group, which was established as part of the Planning Conditions issued by the London Borough of Camden. The City will also be supporting three apprentices; posts which have been established as part of the Planning Conditions. These roles will offer opportunities to young people who will be working in a range of areas including conservation, trees and communication.**

The Hampstead Heath Ponds Project is progressing well and is on target for completion of the works in October 2016. The Apprentices recruited as part of the Planning Conditions are in post and are gaining a range of skills and knowledge.

- **Liaise with City Surveyor to implement the agreed program for additional works for Hampstead Heath.**

A range of work has been carried out including repairs and maintenance of structures in the Hill Garden, adjacent to Golders Hill Park, which has Grade 2\* listed status. The paving in the Golders Hill Park Walled Garden has been relaid. A range of statue cleaning and repairs have been carried out across the Heath. Significant works on the café roof at the Lido have taken place to remove leaks and improve the protection of the structure.



**HAMPSTEAD HEATH**  
**Trustee's report for the year ended 31 March 2016**

**4. Achievements and Performance (continued)**

**Key targets for 2015/16 and review of achievement (continued)**

- **Work with Heath Hands, RSPB and English Heritage to further develop the Cross Heath Strategic Partnership, which will ensure the legacy from the RSPB/HLF “Wild about Hampstead” Project, which comes to an end in October 2015. A Volunteer Development Manager has been appointed by Heath Hands and the City will work closely with Heath Hands to ensure that the desired outcomes are delivered and the range of volunteering opportunities is developed and grown: KPI's will be developed in order to monitor success.**

Close liaison and work with Heath Hands continues and additional volunteer sessions have been developed, including regular Sunday sessions, which have been popular. The integration of the Wild about Hampstead Heath, RSPB volunteers into the wider Heath Hands team has been successful and has provided additional opportunities.

- **Develop opportunities and options for delivery of the City's Service Based Review program.**

A range of opportunities have been developed and these include sports, cafés, car parking, fleet and energy. The Sports Board have developed a framework and are liaising with a range of stakeholders and the Heath Sports Advisory Forum to develop and review options for future delivery of services.

- **Develop a Learning Strategy which will bring together the range of play and education opportunities offered on the Heath.**

The Learning programme has developed a Learning Strategy and a range of play and education opportunities have been developed. The One O'Clock Club and Adventure Playground will be part of this programme. A range of projects have been developed which offer young people the opportunity to learn about nature and wildlife in a focused way.

- **City of London (Open Spaces) Bill – Deposition due in November 2015 with Parliamentary Process estimated at two sessions (two years). Epping Forest is the lead Open Space but provisions will apply to Hampstead Heath and assistance will be given to Epping Forest as required.**

The Bill has been laid before Parliament and is progressing through the various stages. Support has been given to Epping Forest throughout the process and will continue as the Bill moves forward.

All of the above achievements enhanced the Open Space for the benefit of the public.

# HAMPSTEAD HEATH

## Trustee's report for the year ended 31 March 2016

### 5. Financial Review

#### Review of financial position

Investment income of £1,322,373 (2014/15 £1,331,036) was earned during the year. Other income received included £6,237 from donations and other external contributions (2014/15 £214,381), £1,085,486 from sales, fees and charges (2014/15 £994,182) and £162,902 from rents (2014/15 £167,211). The contribution towards the running costs of the charity amounted to £14,844,061 (2014/15 £8,611,085). This net cost was met by the City of London Corporation's City's Cash. An annual sum of £5,000 was transferred from the restricted fund for maintenance of land transferred to the Heath, from the Athlone House development agreement. The restricted fund is now £5,000 at the end of the year.

The Barratt Bequest Trust Fund (Charity number 1064114) ceased to exist on 23 December 2011 and the Trust's assets and liabilities were transferred to the Hampstead Heath Trust Fund (£570,769) in 2011/12.

Additions to land and capital expenditure on buildings are included in the financial statements as fixed assets at historic cost, less provision for depreciation and any impairment, where this cost can be reliably measured. The impact on the financial statements is that the charity's balance sheet reflects its ownership of these fixed asset additions net of depreciation, represented by a designated income fund.

#### Reserves Policy

The contribution towards the running costs of Hampstead Heath is determined in accordance with a formula set out in the governing document. Reserves therefore represent the accumulated net income that cannot be distributed under the existing governance arrangements. However the higher level of reserves provides the potential for increased annual contributions in future years (calculated in accordance with the formula).

#### Investment Policy

The investment policy is driven by the concept of total return over the long term. The purpose of this policy is to provide for real increases in annual expenditure whilst preserving the capital base of the Trust in real terms.

The majority of the charity's surplus funds are invested within the Charities Pool administered by the City of London Corporation and the interest is received from the Chamberlain of London on balances held on behalf of the Trust. The investments are managed by Artemis Investment Management LLP and the performance of the fund is measured against the fund manager benchmark (FTSE All Share Index). In addition the performance of the Fund is also measured against its peer group using the WM Charity Universe (ex-property).

As at 31 March 2016 the fund achieved a return of -1.1% compared to the FTSE All Share Index return of -3.9%. The WM Charity Universe return was -1.0% and the fund slightly underperformed this by 0.1%.

**HAMPSTEAD HEATH**  
**Trustee's report for the year ended 31 March 2016**

**5. Financial Review (continued)**

**Spending Policy**

The reserves policy of the Trust is that the original Hampstead Heath Trust Fund endowment of £15 million (now worth £30m) should produce income to cover a proportion of the running costs of Hampstead Heath. The maximum contribution as it is set out in the Transfer order is £1,185,000 and is subject to a triennial review. However, a contribution of £1,107,144 was made in 2015/16 and the shortfall was funded from City's Cash. 2015/16 was the third year and therefore the contribution is equal to the amount of the maximum contribution for the second year of that period (2014/15 £1,157,000) multiplied by the change in the Average Earnings Index between April 2014 and April 2015 (1.027). A contribution was also made of £20,455 in 2015/16 representing the income arising from the former T.J. Barratt Trust which was transferred to the Hampstead Heath Trust Fund in December 2011.

Should the actual income in any specific year added to the surpluses from previous years be less than contribution based on the funds on the original endowment, then the lower sum is attributed. The Finance Committee may decide that an allocation is to be made from the permanent endowment reserves of the Hampstead Heath Trust Fund. This is within the terms of the Transfer Order for the original endowment.

**Going Concern**

The Trustee considers the Hampstead Heath Trust Fund to be a going concern. Please see Note 1 (c) to the Financial Statements.

**6. Plans for Future Periods**

The plans for 2016/17 are:

- Completion of the building phase of the Hampstead Heath Ponds Project and commencement of the restoration works.
- Carry out a comprehensive review of the current Hampstead Heath Management Plan, which covers the period 2007-2017 and produce the draft plan for consultation.
- Develop opportunities and options for delivery of the City's Service Based Review programme.
- Liaise with City Surveyor to implement the agreed programme for additional works for Hampstead Heath.
- Development of a Communications Strategy, including signage and interpretation.
- Following the success of the Apprentices in relation to the Pond project, appoint an Apprentice to provide additional opportunities to a young person.
- City of London (Open Spaces) Bill – Parliamentary process continues in 2016/17.

# HAMPSTEAD HEATH

## Trustee's report for the year ended 31 March 2016

### 7. The Financial Statements

The Financial statements are prepared on a consolidated basis for Hampstead Heath and the Hampstead Heath Trust Fund. Separate financial statements are prepared for the Hampstead Heath Trust Fund which is a subsidiary of Hampstead Heath.

The financial statements have been prepared in accordance with the accounting policies set out in Note 1 to the accounts and comply with the charity's trust deed, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective from 1 January 2015. The financial statements consist of the following and include comparative figures for the previous year.

- **Consolidated Statement of Financial Activities** showing all resources available and all expenditure incurred and reconciling all changes in the funds of the charity and its subsidiary charity.
- **Consolidated Balance Sheet** setting out the assets and liabilities of the charity and its subsidiary charity.
- **Balance Sheet** setting out the assets and liabilities of Hampstead Heath charity only.
- **Notes to the Financial Statements** describing the accounting policies adopted and explaining information contained in the financial statements.

### 8. Statement of Trustee's Responsibilities

The Trustee is responsible for preparing the Trustee's Report and the financial statements in accordance with the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective from 1 January 2015.

The law applicable to charities in England & Wales requires the trustee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period. In preparing these financial statements, the trustee is required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustee is responsible for keeping proper accounting records that discloses with reasonable accuracy at any time the financial position of the charity and enable the Trustee to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations, and the provisions of the trust deed. The Trustee is also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**HAMPSTEAD HEATH**  
**Trustee's report for the year ended 31 March 2016**

**9. Adopted and signed for and on behalf of the Trustee on 15 November 2016.**

Jeremy Paul Mayhew MA MBA  
Chairman of Finance Committee  
Guildhall, London

Roger A.H. Chadwick  
Deputy Chairman of  
Finance Committee  
Guildhall, London

## **INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF HAMPSTEAD HEATH**

We have audited the financial statements of Hampstead Heath for the year ended 31 March 2016 which are set out on pages 13 to 33. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

### **Respective responsibilities of trustees and auditor**

As explained more fully in the Trustees' Responsibilities Statement set out on page 9, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 144 the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

### **Scope of the audit of the financial statements**

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's web-site at [www.frc.org.uk/auditscopeukprivate](http://www.frc.org.uk/auditscopeukprivate).

### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at Year End and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.

**INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF HAMPSTEAD HEATH  
(CONTINUED)**

**Matters on which we are required to report by exception**

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustee's Annual Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Moore Stephens LLP

Statutory Auditor

150 Aldersgate Street  
London  
EC1A 4AB

Moore Stephens LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006.

## HAMPSTEAD HEATH

### Consolidated Statement of Financial Activities for the year ended 31 March 2016

	Notes	Unrestricted Funds		Restricted Fund	Endowment Fund	2015/16	2014/15 Restated
		General Fund	Designated Fund				
		£	£	£	£	£	£
<b>Income and endowments from:</b>							
Income from							
Donations and legacies		6,237	-	-	-	<b>6,237</b>	214,381
Charitable activities		1,248,388	-	-	-	<b>1,248,388</b>	1,161,393
Grant from City of London Corporation		6,178,714	8,665,347	-	-	<b>14,844,061</b>	8,611,085
Investments		1,301,918	-	-	20,455	<b>1,322,373</b>	1,331,036
<b>Total</b>	4	<b>8,735,257</b>	<b>8,665,347</b>	-	20,455	<b>17,421,059</b>	11,317,895
<b>Expenditure on:</b>							
Raising funds							
Managed investment fees	5	186,308	-	-	-	<b>186,308</b>	166,418
Performance measurement service	5	4,263	-	-	-	<b>4,263</b>	3,973
Interest payable	5	4,203	-	-	-	<b>4,203</b>	2,800
Charitable activities	5	8,540,483	51,069	21,036	20,455	<b>8,633,043</b>	8,558,773
<b>Total</b>		<b>8,735,257</b>	<b>51,069</b>	<b>21,036</b>	<b>20,455</b>	<b>8,827,817</b>	8,731,964
Net (losses)/gains on investments	10	-	-	-	(1,815,331)	<b>(1,815,331)</b>	1,825,189
<b>Net income/(expenditure)</b>		-	8,614,278	(21,036)	(1,815,331)	<b>6,777,911</b>	4,411,120
<b>Transfers between funds</b>		-	-	-	-	-	-
<b>Net movements in funds</b>		-	8,614,278	(21,036)	(1,815,331)	<b>6,777,911</b>	4,411,120
<b>Reconciliation of funds</b>							
Total funds brought forward	14	-	4,611,829	26,036	30,723,924	<b>35,361,789</b>	30,950,669
<b>Total funds carried forward</b>	13,14	-	<b>13,226,107</b>	<b>5,000</b>	<b>28,908,593</b>	<b>42,139,700</b>	35,361,789

There are no recognised gains or losses other than as shown in the statement of financial activities above.

All income and expenditure derive from continuing activities.



**HAMPSTEAD HEATH**  
**Consolidated Balance Sheet as at 31 March 2016**

	Notes	2016	2015
		£	£
<b>Fixed Assets</b>			
Tangible Fixed Assets	9	<b>13,226,107</b>	4,611,829
Fixed Asset Investments	10	<b>28,478,319</b>	31,180,662
		<u><b>41,704,426</b></u>	<u>35,792,491</u>
<b>Current Assets</b>			
Debtors	11	<b>443,509</b>	147,005
Investments	10	<b>603,395</b>	4,126
Cash at bank and in hand		<b>840,239</b>	714,590
		<u><b>1,887,143</b></u>	<u>865,721</u>
<b>Creditors: amounts falling due within one year</b>	12	<u><b>(1,451,869)</b></u>	<u>(1,296,423)</u>
<b>Net Current Assets (Liabilities)</b>		<u><b>435,274</b></u>	<u>(430,702)</u>
<b>Total Assets Less Current Liabilities</b>		<u><b>42,139,700</b></u>	<u>35,361,789</u>
<b>The funds of the charity:</b>			
<i>Unrestricted Fund</i>			
General Fund	13	-	-
Designated Fund	13	<b>13,226,107</b>	4,611,829
<i>Restricted Funds</i>	13	<b>5,000</b>	26,036
<i>Endowment Funds</i>	13	<b>28,908,593</b>	30,723,924
<b>Total charity funds</b>		<u><b>42,139,700</b></u>	<u>35,361,789</u>

Approved and signed for and on behalf of the  
Trustee.

The Notes at pages 16 to 33 form part of these  
accounts.

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Dr Peter Kane  
Chamberlain of London  
15 November 2016

**HAMPSTEAD HEATH**  
**Balance Sheet as at 31 March 2016**

	Notes	2016	2015
		£	£
<b>Fixed Assets</b>			
Tangible Fixed Assets	9	<u>13,226,107</u>	<u>4,611,829</u>
<b>Current Assets</b>			
Debtors	11	147,949	137,459
Cash at bank and in hand		<u>662,931</u>	<u>537,282</u>
		<b>810,880</b>	674,741
<b>Creditors: Amounts falling due within one year</b>	12	<b>(805,880)</b>	(648,705)
<b>Net Current Assets</b>		<u>5,000</u>	<u>26,036</u>
<b>Total Assets less Current Liabilities</b>		<u>13,231,107</u>	<u>4,637,865</u>
<b>The funds of the charity</b>			
<i>Unrestricted Funds</i>			
Designated Fund	13	13,226,107	4,611,829
<i>Restricted Funds</i>	13	<u>5,000</u>	<u>26,036</u>
<b>Total charity funds</b>		<u>13,231,107</u>	<u>4,637,865</u>

Approved and signed for and on behalf of the Trustee

Dr Peter Kane  
Chamberlain of London  
15 November 2016

# HAMPSTEAD HEATH

## Notes to the financial Statements for the year ended 31 March 2016

### 1. Accounting Policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the charity's financial statements.

#### (a) *Basis of Preparation*

These are the Consolidated Financial Statements for the Hampstead Heath Group comprising Hampstead Heath and Hampstead Heath Trust Fund. Separate statements are also produced for the Hampstead Heath Trust Fund which is a subsidiary of Hampstead Heath.

Hampstead Heath is a public benefit entity and the accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared for the first time in accordance with the new Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective from 1 January 2015 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

#### (b) *Group Financial Statements*

These financial statements consolidate the results of the Charity and its subsidiary undertaking, Hampstead Heath Trust Fund, on a line by line basis. A separate statement of financial activities for the Charity itself is not presented because the Charity has taken advantage of the exemptions afforded by section 408 of the Companies Act 2006 and paragraph 397 of the SORP.

The Hampstead Heath Trust Fund is a subsidiary controlled by this charity. That was established by the Local Government Reorganisation (Hampstead Heath) Order 1989 with an endowment of £15m. Its purpose was to contribute towards the running costs of the Heath. Separate accounts are prepared for the subsidiary which are consolidated with these accounts.

#### (c) *Going Concern*

The governing documents place an obligation on the City of London Corporation to preserve the open space for the benefit of the public. The City of London Corporation is committed to fulfilling this obligation which is reflected through its proactive management of, and ongoing funding for, the services and activities required. The funding is provided from the City of London Corporation's City's Cash which annually receives considerable income from its managed funds and property investments. Each year a medium term financial forecast is updated from City's Cash. The latest forecast to the period 2019/20 anticipates that adequate funding will be available to enable the Trust to continue to fulfil its obligations. On this basis the Trustee consider the Trust to be a going concern for the foreseeable future, therefore has prepared the financial statements on the going concern basis.

#### (d) *Statement of Cash Flows*

The Trust has taken advantage of the exemption in FRS102 (paragraph 1.12b) from the requirement to produce a statement of cash flows on the grounds that it is a qualifying entity. Statement of Cash Flows is included within the City's Cash Annual Report and Financial Statements 2016 which is publicly available and can be found at [www.cityoflondon.gov.uk](http://www.cityoflondon.gov.uk).

## HAMPSTEAD HEATH

### Notes to the financial Statements for the year ended 31 March 2016

#### 1. Accounting Policies (continued)

(e) *Fixed Assets*

*Heritage Land and Associated Buildings*

Hampstead Heath comprises 275 hectares (680 acres) of land located in the London Boroughs of Camden and Barnet, together with associated buildings. The objects of the charity are the preservation of the Heath at Hampstead in perpetuity as an Open Space for the recreation and enjoyment of the public. Hampstead Heath is considered to be inalienable (i.e. may not be disposed of without specific statutory powers).

*Tangible Fixed Assets*

Land and associated buildings acquired prior to 1 April 2009 are considered to be heritage assets. In respect of the original land and buildings, cost or valuation are not included in these accounts as reliable cost information is not available and a significant cost would be involved in the reconstruction of past accounting records, or in the valuation, which would be onerous compared to the benefit to the users of these accounts.

Additions to the original land and capital expenditure on buildings are included as fixed assets at historic cost, less provision for depreciation and any impairment, where this cost can be reliably measured.

These are included at historic cost less depreciation on a straight line basis to write off their costs over their estimated useful lives and less any provision for impairment. Land is not depreciated and other fixed assets are depreciated from the year following that of their acquisition. Typical asset lives are as follows:

	Years
Operational buildings	30 to 50
Landscaping/Conservation	up to 50
Improvements and refurbishments to buildings	up to 30
Equipment	5 to 15
Infrastructure	up to 20

(f) *Recognition of capital expenditure*

Expenditure on the acquisition, creation or enhancement of property, plant and equipment is capitalised provided that the expenditure is material (generally in excess of £50,000) and the asset yields benefits to the City of London, and the services it provides, for a period of more than one year. This excludes expenditure on routine repairs and maintenance of fixed assets which is charged directly within service costs.

(g) *Income Recognition*

All income is included in the Statement of Financial Activities gross without deduction of expenses in the financial year in which they are due.

(h) *Donations and legacies*

Donations and legacies are comprised of public donations and sponsorship income.

## HAMPSTEAD HEATH

### Notes to the financial Statements for the year ended 31 March 2016

#### 1. Accounting Policies (continued)

(i) **Volunteers**

No amounts are included in the Statement of Financial Activities for services donated by volunteers, as this cannot be accurately quantified.

(j) **Grants received**

Grants are included in the Statement of Financial Activities in the financial year in which they are receivable.

(k) **Contribution from City's Cash**

The City of London Corporation's City's Cash meets the deficit on running expenses of the charity and also provides grant funding for certain capital works.

(l) **Fees and Charges for Services, Use of Facilities**

The fees and charges income relates to income received from filming, car parking charges, wedding ceremonies, sports tuition, licences and for use of sports facilities.

(m) **Rental income**

Rental income is included in the Charity's incoming resources for the year and amounts due but not received at the year-end are included in debtors.

(n) **Expenditure Recognition**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

(o) **Allocation of costs between different activities**

The City of London Corporation charges staff costs to the charitable activity on a time spent basis. Associated office accommodation is charged out proportionately to the square footage used. All other costs are charged directly to the charitable activity.

(p) **Pension Costs**

Staff are employed by the City of London Corporation and are eligible to contribute to the City of London Local Government Pension Fund, which is a funded defined benefits scheme. The estimated net deficit on the Fund is the responsibility of the City of London Corporation as a whole, as one employer, rather than the specific responsibility of any of its three main funds (City Fund, City's Cash and Bridge House Estates) or the trusts it supports. The Fund's estimated net liability has been determined by independent actuaries in accordance with FRS102 as £482.6m as at 31 March 2016 (£498.2m as at 31 March 2015). Since this net deficit is apportioned between the accounts of the City of London's three main funds, the charity's trustees do not anticipate that any of the liability will fall on the charity. The charity is unable to identify its share of the pension scheme assets and liabilities and therefore the Pension Fund is accounted for as a defined contribution scheme in the accounts.

# HAMPSTEAD HEATH

## Notes to the financial Statements for the year ended 31 March 2016

### 1. Accounting Policies (continued)

(p) *Pension costs (continued)*

The costs of the pension scheme charged to the charity are the employer's contributions disclosed in Note 7 and any employer's pension contributions within support services costs as disclosed at Note 6. Following the statutory triennial valuation of the pension fund as at 31st March 2013, completed by independent consulting actuaries, an employer's contribution rate of 17.5% has been applied for 2014/15, 2015/16 and 2016/17. An updated triennial valuation is being undertaken as of 31 March 2016 which will inform consideration of the employer's contribution rate to be adopted from 2017/18. There are no outstanding or pre-paid contributions at the balance sheet date.

(q) *Investments*

The investments are all managed by Artemis Investment Management.

All of the securities within the Trust are listed on a stock exchange and are valued at The Stock Exchange trading System price at 31 March 2016.

Gains and losses for the year on investments held as fixed assets are included in the Statement of Financial Activities. The net gain on investments shown in the Statement of Financial Activities represents the difference in the market value of investments between 1 April 2015 and 31 March 2016 after taking account of any purchases and sales which were made during 2015/16. Both realized and unrealized gains on investments at the balance sheet date are included in the funds of the Hampstead Heath Trust Fund.

(r) *Foreign Currencies*

Transactions in foreign currencies are recorded using the rate of exchange ruling at the date of the transaction. Monetary assets and liabilities denominated in foreign currencies are translated using the rate of exchange ruling at the balance sheet date and the gains or losses on translation are included in the capital fund. There were no gains or losses on foreign currency transactions in the year.

(s) *Fund Accounting*

The charity has three funds – an unrestricted income fund which comprises a general fund representing the net income of the Trust distributed annually towards the running costs of the Heath and a designated fund consisting of fixed assets at historic cost less accumulated depreciation; a restricted income fund in respect of Athlone House (see Note 14), a permanent endowment fund which represents the original endowment invested shown at current market value. And an expendable endowment fund transferred from the former T J Barratt bequest in December 2011.

### 2. Tax Status of the Charity

Hampstead Heath is a registered charity and as such its income and gains are exempt from income tax to the extent that they are applied to its charitable objectives.

### 3. Indemnity Insurance

The City of London Corporation takes out indemnity insurance in respect of all of its activities. The charity does not contribute to the cost of that insurance.

## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2016

#### 4. Income and endowments

Income and endowments are comprised as follows:

	Unrestricted Funds		Restricted Funds		2015/16 £	2014/15 £
	Unrestricted Fund	Designated Fund	Restricted Fund	Endowment Fund		
	£	£	£	£		
<b>Income and endowments from:</b>						
<b>Donations and legacies</b>						
Contributions/Grants	6,237	-	-	-	<b>6,237</b>	214,381
Investments	1,301,918	-	-	20,455	<b>1,322,373</b>	1,331,036
Revenue and capital grants from City of London Corporation	6,178,714	8,665,347	-	-	<b>14,844,061</b>	8,611,085
	7,486,869	8,665,347	-	20,455	<b>16,172,671</b>	10,156,502
<b>Income from charitable activities</b>						
Fees and charges	1,077,185	-	-	-	<b>1,077,185</b>	966,493
Sales	8,301	-	-	-	<b>8,301</b>	27,689
Rental income	162,902	-	-	-	<b>162,902</b>	167,211
	1,248,388	-	-	-	<b>1,248,388</b>	1,161,393
<b>Total</b>	8,735,257	8,665,347	-	20,455	<b>17,421,059</b>	11,317,895

#### Investments

Income from generated funds consist of investment income and interest received on average cash balances for the year. Income for the year amounted to £1,322,373 (2014/15: £1,331,036).

#### Donations and legacies

Donations and legacies relate to donations and sponsorship income of £6,237 (2014/15 £214,381).

#### Deficit funding Contribution from City's Cash

The City of London Corporation's City's Cash meets the deficit on running expenses of the charity.

#### Charges for the use of facilities

Fees and charges are made to the public for the use of facilities, admissions and services.

## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2016

#### 5. Expenditure

Expenditure is analysed between activities undertaken directly and support costs as follows:

	Activities undertaken directly £	Support costs £	2015/16 £	2014/15 £
Charitable activities	7,599,730	1,228,087	<b>8,827,817</b>	8,731,964
<b>Total</b>	7,599,730	1,228,087	<b>8,827,817</b>	8,731,964

No expenditure by third parties to undertake charitable work on behalf of the charity.

#### Charitable activities

Expenditure on charitable activities includes labour, premises costs, equipment, materials and other supplies and services incurred as the running costs of Hampstead Heath.

#### Costs of generating funds

Consists of Fund managers fees of £186,308 (2014/15 £166,418), performance measurement fees of £4,263 (2014/15 £3,973) and interest payable of £4,203 (2014/15 £2,800).

#### *Auditor's remuneration and fees for external financial services*

Moore Stephens are the auditors of the City of London City's Cash. The City of London Corporation does not attempt to apportion the audit fee between all the different charities but prefers to treat it as part of the cost to its private funds. No other external financial services were provided for the charity during the year or in the previous year.

#### *Trustee's expenses*

Members of the City of London Corporation are unpaid and do not receive allowances in respect of City of London Corporation activities in the city. However, Members may claim travelling expenses in respect of activities outside the city and receive allowances in accordance with a scale when attending a conference or activity on behalf of the City of London Corporation. No expenses were incurred in the year (2014/15 £nil).



## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2016

#### 6. Support Costs

The cost of administration which includes the salaries and associated costs of officers of the City of London Corporation, together with premises and office expenses, is allocated by the City of London Corporation to the activities under its control, including this charity, on the basis of employee time spent on the respective services. These expenses include the cost of administrative and technical staff and external consultants who work on a number of the City of London Corporation's activities. Support costs allocated by the City of London Corporation to the charitable activity are derived as follows:

	Charitable Activities £	<b>2015/16</b> £	2014/15 £
<b>Department</b>			
Chamberlain	132,439	<b>132,439</b>	154,490
Comptroller & City Solicitor	17,995	<b>17,995</b>	88,596
Open Spaces Directorate	200,359	<b>200,359</b>	290,757
Town Clerk	216,728	<b>216,728</b>	217,795
City Surveyor	330,662	<b>330,662</b>	352,903
Information Systems	234,799	<b>234,799</b>	122,159
Other governance and support costs	95,105	<b>95,105</b>	117,706
<b>Total support costs</b>	1,228,087	<b>1,228,087</b>	1,344,406

The main support services provided by the City of London Corporation are:

**Chamberlain**                      Accounting services, insurance, cashiers, revenue collection, payments, financial systems and internal audit.

**Comptroller and City Solicitor**                      Property, litigation, contracts, public law and administration of commercial rents and City of London Corporation records.

**Open Spaces Directorate**                      Expenditure incurred by the Directorate, which is recharged to all Open Spaces Committees under the control of the Director of Open Spaces. The apportionments are calculated on the basis of budget resources available to each open space Charity

## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2016

#### 6. Support Costs (continued)

<b>Town Clerk</b>	Committee administration, management services, personnel services, public relations, printing and stationery, emergency planning, records office.
<b>City Surveyor</b>	Work undertaken on the management of the Estate properties, surveying services and advice, supervising and administering repairs and maintenance.
<b>Information Systems</b>	The support and operation of the City of London Corporation's central and corporate systems on the basis of usage of the systems; the provision of "desktop" and network support services and small IS development projects that might be required by the charity.
<b>Other support and governance costs</b>	Contribution towards various costs including publishing the annual report and financial statements, central training, the dental service, occupational health, union costs and the environmental and sustainability section.

#### 7. Staff Numbers and Costs

The full time equivalent number of staff employed by the City of London Corporation charged to Hampstead Heath in 2015/16 is 107 (2014/15 120) at a cost of £4,691,290 (2014/15 £4,830,731). The table below sets out the employment costs and the number of full time equivalent staff charged directly to the charity.

	No of employees	Gross Pay £	Employers' National Insurance £	Employers' Pension Contribution £	Total £
2015/16 Charitable activities	107	3,836,851	291,455	562,984	<b>4,691,290</b>
2014/15 Charitable activities	120	3,941,711	308,131	580,889	<b>4,830,731</b>

There were no employees whose total employee benefits were above the £60,000 threshold (2014/15 nil).

## **HAMPSTEAD HEATH**

### **Notes to the Financial Statements for the year ended 31 March 2016**

#### **7. Staff Numbers and Costs (continued)**

The trust considers its key management personnel comprise the Trustees and the Director of Open Spaces who manages the seven open spaces funded by the City of London Corporation. The proportion of the Director's employment benefits, including employer pension contributions, allocated to this charity amounted to £42,566 in 2015/16 (2014/15: £42,299). Trustees are unpaid and do not receive allowances.

Support is also provided by other chief officers and their departments from across the City of London Corporation, including the Town Clerk and Chief Executive, Chamberlain, Comptroller and City Solicitor and City Surveyor.

#### **8. Heritage Assets**

Since 1880 the primary purpose of the Charity has been the preservation of Hampstead Heath for the recreation and enjoyment of the public. As set out in accounting policy 1(e), the original heritage land and buildings are not recognised in the Financial Statements.

Policies for the preservation and management of Hampstead Heath are contained in the Hampstead Heath Management Plan 2011. Records of heritage assets owned and maintained by Hampstead Heath can be obtained from the Director of Open Spaces at the principal address as set out on page 2.

Additions made to heritage land or buildings, where relevant information is available, are included at historic cost less accumulated depreciation in accordance with Note 1 (e).

## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2016

#### 9. Tangible Fixed Assets

At 31 March 2016 the net book value of tangible fixed assets relating to direct charitable purposes amounts to £13,226,107 (31 March 2015: £4,611,829) as set out below. All tangible fixed assets are held by Hampstead Heath.

	Land and Buildings £	Infrastructure £	Infrastructure (WIP) £	Equipment £	<b>Total</b> £
<b><u>Cost</u></b>					
At 1 April 2015	169,101	743,984	4,296,223	197,810	<b>5,407,118</b>
Additions	-	-	8,665,347	-	<b>8,665,347</b>
<b>At 31 March 2016</b>	<b>169,101</b>	<b>743,984</b>	<b>12,961,570</b>	<b>197,810</b>	<b>14,072,465</b>
<b><u>Accumulated depreciation</u></b>					
At 1 April 2015	60,950	628,736	-	105,603	<b>795,289</b>
Charge for year	6,760	31,136	-	13,173	<b>51,069</b>
<b>At 31 March 2016</b>	<b>67,710</b>	<b>659,872</b>	<b>-</b>	<b>118,776</b>	<b>846,358</b>
<b><u>Net book values</u></b>					
<b>At 31 March 2016</b>	<b>101,391</b>	<b>84,112</b>	<b>12,961,570</b>	<b>79,034</b>	<b>13,226,107</b>
At 31 March 2015	108,151	115,248	4,296,223	92,207	<b>4,611,829</b>

The additions to Work In Progress relate to the flood mitigation works to the Hampstead Heath ponds which are being undertaken in accordance with statutory requirements and are due to be completed in Autumn 2016.

## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2016

#### 10. Investments

The value and cost of investments comprises:

	Investments	
	2015/16 £	2014/15 £
Market Value at 1st April	31,180,662	28,319,785
Add: Additions to investments at cost	9,241,207	8,044,350
Less: Disposals at market value	(10,128,219)	(7,008,662)
Net loss on revaluation	(1,815,331)	1,825,189
<b>Market Value at 31st March</b>	<b>28,478,319</b>	31,180,662
Cash held by the Fund Managers	603,395	4,126
<b>Total investments at 31st March</b>	<b>29,081,714</b>	31,184,788
Cost at 31st March	26,799,187	26,021,209

Total investments as at 31 March are analysed between long term and short term investments as follows:

	2016 £	2015 £
Long term	28,478,319	31,180,662
Cash held by the Fund Manager	603,395	4,126
<b>Total</b>	<b>29,081,714</b>	31,184,788

## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2016

#### 10. Investments (continued)

The Geographical Spread of Investments at 31 March 2016

	2016 £	2015 £
Fixed Interest Securities		
- UK	558,951	571,711
- United States	87,536	-
	<b>646,487</b>	571,711
Unit Trusts		
- UK	1,139,493	888,979
	<b>1,139,493</b>	888,979
Equities		
-UK	22,249,083	24,965,442
-European	3,231,319	4,364,416
-United States	1,211,494	382,246
Emerging Markets	443	7,868
	<b>26,692,339</b>	29,719,972
Cash held by the Fund Managers	603,395	4,126
<b>Market Value 31 March</b>	<b>29,081,714</b>	31,184,788

#### 11. Debtors

Debtors consist of amounts owing to the charity due within one year.

##### Hampstead Heath Consolidated

	2016 £	2015 £
Rental Debtors	11,510	12,728
Other Debtors	320,914	26,456
Payments in Advance	41,690	54,729
Recoverable VAT	69,395	53,092
<b>Total</b>	<b>443,509</b>	147,005

##### Hampstead Heath

	2016 £	2015 £
Rental Debtors	11,510	12,728
Other Debtors	25,354	16,910
Payments in Advance	41,690	54,729
Recoverable VAT	69,395	53,092
<b>Total</b>	<b>147,949</b>	137,459

## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2016

#### 12. Creditors

Creditors consist of amounts due within one year.

##### Hampstead Heath Consolidated

	2016 £	2015 £
Bank Overdraft	611,066	605,470
Trade Creditors	156,711	90,678
Accruals	375,913	280,373
Other Creditors	308,179	319,902
<b>Total</b>	<b>1,451,869</b>	<b>1,296,423</b>

##### Hampstead Heath

	2016 £	2015 £
Trade Creditors	156,711	90,678
Accruals	310,023	227,807
Other Creditors	225,519	229,917
Other Deposits	47,737	47,737
Receipts In Advance	65,890	52,566
<b>Total</b>	<b>805,880</b>	<b>648,705</b>

## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2016

#### 13. Analysis of Consolidated Net Assets by Fund at 31 March 2016

	Unrestricted Funds		Restricted Fund	Endowment Fund	2016	2015
	General Fund	Designated Fund				
	£	£	£	£	£	£
<b>Fixed Assets</b>						
Tangible Fixed Assets	-	13,226,107	-	-	<b>13,226,107</b>	4,611,829
Investments	-	-	-	28,478,319	<b>28,478,319</b>	31,180,662
<b>Total Fixed Assets</b>	-	<b>13,226,107</b>	-	<b>28,478,319</b>	<b>41,704,426</b>	35,792,491
Current Assets	805,880	-	5,000	1,076,263	<b>1,887,143</b>	1,153,465
Current Liabilities	(805,880)	-	-	(645,989)	<b>(1,451,869)</b>	(1,584,167)
<b>Total Net Assets</b>	-	<b>13,226,107</b>	<b>5,000</b>	<b>28,908,593</b>	<b>42,139,700</b>	35,361,789

#### Expendable Endowment Movements 2010 – 2016

	Balance at 1 April	Revaluation of Investments	Balance at 31 March	Cash	Expendable Endowment
	£	£	£	£	£
<b>Opening</b>	393,461	8,497	401,958	177,308	<b>579,266</b>
<b>2011-12</b>	401,958	11,764	413,722	177,308	<b>591,030</b>
<b>2012-13</b>	413,722	58,823	472,545	177,308	<b>649,853</b>
<b>2013-14</b>	472,545	34,640	507,185	177,308	<b>684,493</b>
<b>2014-15</b>	507,185	32,680	539,865	177,308	<b>717,173</b>
<b>2015-16</b>	539,865	(30,719)	509,146	177,308	<b>686,454</b>

#### Hampstead Heath Analysis of Net Assets by Fund at 31 March 2016

	Unrestricted Funds		Restricted Fund	2016	2015
	General Fund	Designated Fund			
	£	£	£	£	£
<b>Fixed Assets</b>					
Tangible Fixed Assets	-	13,226,107	-	<b>13,226,107</b>	4,611,829
<b>Total Fixed Assets</b>	-	13,226,107	-	<b>13,226,107</b>	4,611,829
Current Assets	805,880	-	5,000	<b>810,880</b>	674,741
Current Liabilities	(805,880)	-	-	<b>(805,880)</b>	(648,705)
<b>Total Net Assets</b>	-	13,226,107	5,000	<b>13,231,107</b>	4,637,865



## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2016

#### 14. Consolidated Movement of Funds during the year to 31 March 2016

	Fund balances brought forward	Income	Expenditure	Transfers	Gains and losses	Fund balances carried forward
	£	£	£	£	£	£
<b>Unrestricted Funds</b>						
General Fund	-	8,735,257	(8,735,257)	-	-	-
<b>Designated Funds</b>						
Tangible Fixed Assets	4,611,829	8,665,347	(51,069)	-	-	<b>13,226,107</b>
<b>Restricted Funds (Note 14)</b>						
Permanent Endowment	26,036	-	(21,036)	-		<b>5,000</b>
Expendable Endowment	30,006,751	1,301,918	(1,301,918)	-	(1,784,612)	<b>28,222,139</b>
	717,173	20,455	(20,455)	-	(30,719)	<b>686,454</b>
<b>Total Funds</b>	<b>35,361,789</b>	<b>18,722,977</b>	<b>(10,129,735)</b>	<b>-</b>	<b>(1,815,331)</b>	<b>42,139,700</b>

#### Notes to the Funds

**General Fund** - The General fund has a balance of nil as the operating deficit of the charity is financed by the City of London Corporation.

**Designated Funds** - Designated funds consist of fixed assets at historic cost less accumulated depreciation in accordance with Note 1 (e).

#### **Restricted Funds**

##### • *Athlone House*

The sum of £50,000 was received in 2006/07 from a property company for the ongoing maintenance of one hectare of land transferred to the Heath as part of an agreement for the development of Athlone House, Highgate Lane, N6. The receipt is being applied in equal instalments over ten years towards the maintenance costs of the transferred land. This balance of £5,000 is held as cash.

##### • *City Bridge Trust*

One year grant of £211,000 was given by the City Bridge Trust in 2014/15 to provide educational and biodiversity services to support communities within the Greater London area. The unspent balance of £16,036 was returned to the City Bridge Trust in 2015/16.

**Permanent Endowment** - The purpose of this fund is to generate the net income to be used towards the running costs of the Heath and for its investments to increase the capital value of this reserve. The investments represent the endowment of the £15 million received from the London Residuary Body, which has increased in capital value since it was passed over to the Trust.

**Expendable Endowment** – The purpose of this fund is to provide net income to be used towards the running costs of the Heath and arise from the underlying investments which represent the former investment assets of T J Barratt charity which have gained in capital value.

## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2016

#### 14. Hampstead Heath Movement of Funds during the year to 31 March 2016

	Fund balances brought forward	Income	Expenditure	Transfers	Fund balances carried forward
	£	£	£	£	£
<b>Unrestricted Funds</b>					
General Fund	-	7,433,338	(7,433,338)	-	-
<b>Designated Funds</b>					
Tangible Fixed Assets	4,611,829	8,665,347	(51,069)	-	<b>13,226,107</b>
<b>Restricted Funds</b>	26,036	-	(21,036)	-	<b>5,000</b>
<b>Total Funds</b>	<b>4,637,865</b>	<b>16,098,685</b>	<b>(7,505,443)</b>	-	<b>13,231,107</b>

#### 15. Commitments

There is a contractual commitment of £4.0m relating to the flood mitigation works to the Hampstead Heath ponds which are being undertaken in accordance with statutory requirements.

#### 16. Contingent Liabilities

No disclosable contingent liabilities have been identified.

#### 17. Related Party Transactions

The City of London Corporation as well as being the Trustee also provides management, surveying and administrative services for the charity. The costs incurred by the City of London Corporation in providing these services are charged to the charity. The City of London Corporation also provides banking services, allocating all transactions to the charity at cost and crediting or charging interest at a commercial rate. The cost of these services is set out in the Statement of Financial Activities under "Expenditure on charitable activities" and an explanation of these services is set out in Note 6 for support costs of £1,228,087 (2014/15: £1,344,406). The City of London Corporation's City's Cash meets the deficit on running expenses of the charity. This amounted to £14,844,061 (2014/15: £8,611,085) as shown in Note 4 to the financial statements.

The City of London Corporation is also the Trustee of a number of other charitable Trusts. These Trusts do not undertake transactions with Hampstead Heath, with the exception of the Hampstead Heath Trust and the City Bridge Trust (charity number 1035628). Hampstead Heath benefits from the income from the Hampstead Heath Trust (charity 803392-1). By virtue of the London Government Reorganisation (Hampstead Heath) Order 1989, the City of London Corporation acquired responsibility for the management of Hampstead Heath with effect from 31 March 1989. At the same time the London Residuary Body transferred £15 million to the City of London Corporation for the establishment of the Hampstead Heath Trust Fund, the purpose of which is to meet a proportion of the maintenance cost of the Heath. Contributions are assessed on a triennial basis and increased annually in accordance with the average earnings index. This income is shown as income in the statement of financial activities. A full list of other charitable trusts of which the City of London Corporation is trustee is available on application to the Chamberlain of the City of London.

## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2016

#### 17. Related Party Transactions (continued)

The Charities Pool is an investment mechanism operating in a similar way to a unit trust. It enables the City of London to “pool” small charitable investments together and consequently obtain better returns than would be the case if investments were made individually. Investment income consists of distribution from the Charities Pool and interest receivable on cash balances. Investment income of £1,322,373 was earned during the year (2014/15: £1,331,036).

Members of the City of London Corporation responsible for managing the Trust are required to comply with the Relevant Authority (model code of conduct) Order 2001 issued under the Local Government Act 2000 and the City of London Corporation’s guidelines which require that:

- Members sign a declaration agreeing to abide by the City of London Corporation’s code of conduct;
- a register of interests is maintained;
- pecuniary and non-pecuniary interests are declared during meetings; and
- Members do not participate in decisions where they have an interest.

There are corresponding arrangements for staff to recognise interests and avoid possible conflicts of those interests. In this way, as a matter of policy and procedure, the City Corporation ensures that Members and officers do not exercise control over decisions in which they have an interest. There are no material transactions with organisations related by virtue of Members and officers interests which require separate reporting. Transactions are undertaken by the Trust on a normal commercial basis.

#### 18. Transition to FRS 102

These financial statements for the year ended 31 March 2016 are the Charity’s first financial statements that comply with Financial Reporting Standard 102 (FRS 102) ‘the Financial Reporting Standard in the UK and Republic of Ireland’. The Charity’s date of transition to FRS 102 is 1 April 2014. The Charity’s last financial statements prepared in accordance with previous UK GAAP were for the year ended 31 March 2015.

The following table shows that there was no difference between income and expenditure presented under the previous UK GAAP and the newly presented amounts under FRS 102 for the reporting period ended at 31 March 2015 (ie comparative information). The table also shows funds determined in accordance with the FRS 102 compared to funds determined in accordance with previous UK GAAP at both 1 April 2014 (the date of transition to FRS 102 – nil change) and 31 March 2015 (nil change).

There have been no changes in accounting policies made on first-time adoption of FRS 102.

## HAMPSTEAD HEATH

### Notes to the Financial Statements for the year ended 31 March 2016

#### 18. Transition to FRS 102 (continued)

Group	Note	Funds as at 1 April 2014	Net income for the year ended 31 March 2015	Funds as at 31 March 2015
		£	£	£
<b>As previously stated under former UK GAAP</b>		30,950,669	2,585,931	35,361,789
Gains / (losses) on investments	a)	-	1,825,189	-
<b>As stated in accordance with FRS 102</b>		30,950,669	4,411,120	35,361,789

Explanation of changes to previously reported net income.

a) FRS 102 requires that net gains/(losses) on investments are now treated as a component of net income. Under previous UK GAAP, gain/(losses) on investments were shown after net income as part of other recognised gains/(losses).

<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath Consultative Committee – For Information	7.11.2016
Hampstead Heath, Highgate Woods and Queen’s Park Management Committee – For Information	21.11.2016
<b>Subject:</b> Ponds Project Progress Report	<b>Public</b>
<b>Report of:</b> Philip Everett – Project Director Bob Warnock – Superintendent of Hampstead Heath, Open Spaces	<b>For Information</b>
<b>Report author:</b> Jennifer Wood, Open Spaces	

## Summary

The Hampstead Heath Ponds Project is now in the final month of its 18 month construction programme. Most of the work remaining is focused on environmental restoration works and includes aquatic planting, turfing, seeding and tree and shrub planting. Some of this work will take place outside of the construction completion date due to the seasonal nature of the work. The construction element of the project is due to be completed, on time, by the end of October 2016. Despite some delays in the project’s first year, the project has made good progress over the last few months, helped by favourable weather conditions.

## Recommendation(s)

Members are asked to:

- Note the report.

## Main Report

### Background

1. The Ponds Project was initiated following a series of hydrological studies which revealed that in the event of a severe storm, there was a risk that the reservoirs on Hampstead Heath could overtop, potentially leading to erosion and dam failure, putting lives, property and infrastructure at risk. Between 2012 and the summer of 2014, a highly iterative and consultative process was undertaken to consider the design criteria and approach, and then a wide range of options. In June 2014, an option for each chain of ponds was selected and approved on the

basis that it satisfied the existing requirements of the Reservoirs Act 1975 and the anticipated requirements under the Flood & Water Management Act 2010, whilst preserving the natural aspect and state of the Heath in the most effective manner, in accordance with the City's duties under the Hampstead Heath Act 1871, and in accordance with the agreed design principles.

2. Following Committee approval in June 2014, a planning application was submitted to the London Borough of Camden in July 2014 and planning consent was granted by Camden's Development Control Committee, subject to Conditions and a Section 106 agreement, in January 2015. Construction work on the Ponds Project started in April 2015.

### **Project progress**

3. Over the summer months the majority of work has been focused on the two more substantial work sites in each chain of ponds (Model Boating Pond and the Catchpit). Work at these two locations has involved a large amount of earthworks and the weather has provided favourable conditions resulting in good progress, allowing BAM Nuttall to catch up on time lost during delays earlier in the project.
4. The earthworks at Model Boating Pond are now finished and the Heath's ecology team have devised a detailed restoration plan which has been considered by Members of this Committee. It splits the large compound area to the west of the hillside in various different areas which are to be seeded with the most appropriate native seed mixes. The finished result will look attractive and natural due to the inclusion of wildflowers and grasses. It will also help benefit biodiversity, specifically birds, bees and other insects. The larger areas are to be hydroseeded. This is a planting process which uses a mulch of seed and water which is sprayed from a hose. It enables large areas to be seeded in a relatively short space of time. A close working relationship between the Heath's Ecologists and the Project Team has ensured all of the environmental restoration is appropriate, and beneficial to the Heath. In total, six hectares of wild flower meadow will be sown by the end of the project.
5. As the landscaping work at Model Boating Pond has progressed we have encouraged BAM Nuttall to open paths around the site, for example the path on top of the new dam. This has enabled Heath visitors to monitor progress and we have had many favourable comments from the public who think the new island and hillside look good and fit in to the surrounding landscape.
6. Elsewhere on the Highgate Chain, works have been completed at Stock Pond, Men's Bathing Pond and Bird Sanctuary, and are nearly finished at Highgate No. 1 Pond. The Ladies Pond facility, which opened as planned for swimming on programme on Saturday, 7 May 2016 and has just completed a a planned closure for two weeks so that essential maintenance work can take place. This includes the resurfacing of the path by the building to a more appropriate surface, and the replacement of the changing room floors, so that water drains from them in the correct way. This closure was timed to take place in October when the facility is quieter to minimised impact to swimmers. Ladies only swimming has been made available at Mixed Pond during the two week closure period.

7. On the Hampstead Chain, the Catchpit dam is now at its finished 5.6m height, built with clay excavated from borrow pits on Pryor's Field. The borrow pit is almost completely filled up. When it has been filled up, top soil will be replaced and the area hydroseeded with appropriate wildflower and native grass mix like the Model Boating Pond compound. The only other work remaining on the Hampstead Chain is aquatic planting. In total, 25,000 new aquatic plants of 15 different species will be planted as an environmental enhancement of the project. This will result in an additional 1,700 cubic metres of aquatic planting which is an important habitat the Heath does not have in abundance
8. Desilting work, using a suction technique, has successfully taken place at four ponds, which includes all three bathing ponds. This work will improve water-quality and benefit aquatic life. Viaduct Pond has also been desilted as part of the project. A different technique was employed here due to the amount of debris in the pond. The debris, which was mainly logs and branches, was excavated first from a floating platform, and then silt was removed from the same platform. Three large piles of logs and other debris, including an old moped were removed from the pond. Approximately 1000 meters cubed of silt was also removed in this way.
9. Aerators have been installed at each of the ponds to also help improve water quality. These are powered by an electrical supply and the controls are housed in nearby green cabinets, which are approximately 1.5m by 1.5m. A planting scheme is currently being devised to help camouflage these green boxes at a couple of locations, namely Highgate No. 1 pond and Stock Pond. We intend to install a planting box to the top of the green cabinet and grow ivy and honeysuckle down the sides.
10. As the project enters its final stages, a water safety review has taken place at all of the ponds to consider signage and placement of life rings, in relation to advice taken from an independent water safety expert. The new signs are currently in production and will be erected soon.
11. Changes to the design have happened at a number of sites, with 101 contract instructions since the project began. Many of these have been related to the sensitive nature of the Heath, and include changing path locations or construction methods due to proximity of trees, or indeed a single tree. The design is continually monitored on site and adapted to meet the requirements of the Heath.

### **Planning Conditions, Stakeholder Engagement and Communications**

12. The project has no outstanding planning conditions.
13. The Community Working Group, which was set up as part of Camden's planning conditions, has continued to meet monthly to monitor the progress of the project. This group have been holding evening meetings monthly since February 2015 and also take part in regular guided walks of the site. They monitor various

aspects of the project, including complaints, environmental data, vehicle movements and the programme.

14. Other communications on the project have received praise from the public, including the weekly emails with updates on the project which are currently being sent to around 800 subscribers. The Ponds Project blog has also been favourably received and regularly receives around 2000 visits per month and has received as many as 4,300 visits in one month. It can be found at <https://hampsteadheathpondsproject.wordpress.com>. The blog will continue to provide information on the restoration phase of the Ponds Project and is being extended to cover wider Heath news and information.

15. A series of 'Lessons Learnt' meetings are due to take place involving Officers who have been involved in the project and stakeholders who were involved in the consultation process. Following these meetings a report will be written by the Project Director.

### **Financial Summary**

16. As the project draws to a conclusion it is now clear that not all of the risks identified at the start of the project have been realised. The partnering team are currently in process of agreeing the final account and any outstanding claims are being dealt with in accordance with contract. It is expected that the project will be delivered within the approved budget.

### **Conclusion**

17. The project is due to be finished on programme and we are very pleased with the finished landscaping work. The public are much more positive about the work now the focus is turning to the reinstatement and the legacy it will create.

#### **Jennifer Wood**

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# Hampstead Heath

Registered Charity

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# Hampstead Heath Constabulary

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This is one of 14 green spaces managed by the City of London at little cost to the general public.

Engagement, Education and  
Enforcement Plan 2015—2018

Agenda Item 10

# Welcome to the Engagement, Education, and Enforcement Plan 2015-2018 Hampstead Heath's Constabulary strategy to keep visitors, staff and the environment safe. This plan supports the City of London Corporation Plan 2015 –2019 and the Hampstead Heath Management Plan, 'Towards a Plan for the Heath' 2007 - 2017.

## About Hampstead Heath

Hampstead Heath is one of London's most popular open spaces, situated just six kilometres from Trafalgar Square. An island of beautiful countryside, the magic of Hampstead Heath lies not only in its rich wildlife and extensive sports and recreational opportunities, but also in its proximity and accessibility to millions of people. There is a zoo, an athletics track, an education centre, extensive children's facilities, three swimming ponds and a Lido.

### Biodiversity in the city

Hampstead Heath's mosaic of habitats provides a resource for wildlife just six kilometres from the centre of London. It is of national as well as regional importance. The City of London aims to maintain and extend the Heath's status as one of London's best places for wildlife. Hampstead Heath features a number of priority species identified in the UK Biodiversity Action Plan.

### Sport

Hampstead Heath provides excellent facilities for organised sport. With a lack of open space in surrounding densely populated boroughs, Hampstead Heath has a crucial role to play in providing sporting opportunities and promoting good health.

Acts of crime committed on Hampstead Heath or behaviours by individuals that are in contravention of the byelaws and regulations of Hampstead Heath continues to remain low. This is achieved through effective Engagement, Education & Enforcement. During the months January – December 2014 the Hampstead Heath Constabulary recorded the following;

**Engagement** - Providing advice/assistance to the public were logged by Hampstead Heath Constabulary.

**Education** – Advice, or formal warnings issued to individuals for contravention of byelaw offences.

**Enforcement** – The Hampstead Heath Constabulary prosecute Byelaw offences in a Magistrates Court.

### Through Engagement, Education and Enforcement the role of the Hampstead Heath Constabulary is to:-

- Protect and ensure the safety of persons visiting Hampstead Heath
- Protect and ensure the safety of persons that work within Hampstead Heath
- Protect the wildlife and environment which makes up Hampstead Heath
- Work with other departments and agencies both internally and externally to achieve the above objectives.



## What is the Hampstead Heath Constabulary

The 1989 Hampstead Heath Reorganisation Act allows the City of London to carry out functions under the Ministry of Housing and Local Government Provisional Order Confirmation (Greater London Parks and Open Spaces) Act 1967.

Constables are sworn in under Article 18 of the Ministry of Housing and Local Government Provisional Order Confirmation (Greater London Parks and Open Spaces) Act 1967. A Local Authority may procure officers appointed by them for securing the observance of the provisions of all enactments relating to open spaces under their control or management and of byelaws and regulations made thereunder to be sworn in as a Constable for that purpose but any such officer shall not act as a Constable unless in uniform or provided with a warrant.

Operating 365 days of the year, The Hampstead Heath Constabulary was established in 1992, to protect the Heath and its users through a series of byelaws. The byelaws are covered by criminal law legislation. The Constabulary may be called upon to enforce Byelaws, Regulations, Common Law and Criminal Law, protect the City of London Corporation property and provide a response to any incident that may spoil the enjoyment of Heath users. More serious incidents of a criminal nature are dealt with by the Metropolitan Police Service assisted by the Hampstead Heath Constabulary

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### The Hampstead Heath Constabulary is made up of:-

- 10 constables
- 2 Sergeants
- The Constabulary is overseen by a Constabulary Manager who reports to the Hampstead Heath Superintendent
- Two of the ten constables patrol and support the work of the Constabulary with trained working police dogs.

### The Constabulary has a number of duties that it has to undertake, these include:-

- Patrolling on a regular basis, on foot, mountain bike and when necessary in marked vehicle(s) covering the entire area of Hampstead Heath; this includes Golders Hill Park, The Hampstead Heath Extension, West Heath, Sandy Heath and Parliament Hill
- Responding to incidents and calls made by staff on the Heath
- Responding to incidents and calls made by members of the public using the Heath
- Enforcing byelaws which may include or result in the arrest and prosecution of offenders
- Providing reassurance, security and safety at planned events and activities held on the Heath
- Working with the Metropolitan Police Service as a liaison point in relation to broader policing issues that may affect Hampstead Heath.

**“The Hampstead Heath Constabulary plays an important role in the overall management, maintenance and safety of the Open Spaces of Hampstead Heath.**

**Our key purpose is about ‘Keeping the Heath Safe & Protected’. We must do this in a visible manner and style that enhances the visitor experience.”**

# Vision, Values and Environment

## Vision

To be the very best at providing a timely effective and appropriate response when called upon by visitors, staff and other departments or agencies, internal or external.

The Constabulary team will achieve this through;

- Listening and working with our visitors to better understand their needs
- Working with our committees to better understand their priorities
- Working in partnership with internal departments & external agencies to solve problems together that support their own and the Constabularies priorities

## Values

The values of the Constabulary define the way upon which we operate individually and collectively. To this end we will;

- Expect our officers to be of smart appearance and trained and equipped to deal with all incidents and issues that arise.
- Expect our officers to be visible and approachable
- Expect our officers to treat every interaction or engagement in a professional manner.

## Environment

The Constabulary patrol and respond to incidents and issues on a daily basis throughout the Heath. Within areas of the Heath where there is likely to be higher concentrations of visitors and staff, to ensure their safety and security and to reduce crime, anti-social behaviour and the committing of byelaw offences the Constabulary will where necessary conduct effective targeted patrols. These areas include;

### 1. Parliament Hill

Tennis Courts, Running Track, Children's Play Areas, Lido, Adventure Play Area and One O'clock Club

### 2. Golders Hill Park

Zoo, Café, Tennis Courts

### 3. Ponds

Mens, Ladies and Mixed Bathing Pond and angling ponds

## Performance Highlights

The Constabulary is proud of the service that it provides to visitors and staff of the Heath and how it supports the protection of the Heath environment.

There are no two incidents that are the same and every day the Constabulary is expected to meet the on-going challenges that are presented. Looking back during the periods under review, performance highlights include:

In April 2015 officers were called upon to deal with the tragic case of a young man who drowned in the Men's Pond. The victim's community leaders were full of praise for the sensitivity displayed and support given by the Constables. Constables are also the first responders in cases of collapse and cardiac arrest. On 3 separate occasions Constables needed to deploy a defibrillator and assist with CPR procedures.

In 2015, Byelaw offences were presented to the Magistrates Court. 12 cases were prepared and 10 were put before the Magistrates court. Fines and costs ranged from £165 for a cycling offence up to £834 for a dog control offence.

HHC has continued to provide on-site policing for larger events, including the annual funfairs, the Affordable Art Fair, Grow London and the Circus where animal rights activists once again attended in 2015. HHC also represents the City of London with a managed presence on Parliament Hill during New Year's Eve celebrations thereby preventing the negative impact suffered by other similar sites across North London. Popular fairs at East Heath during Easter, Whitsun and August attract significant numbers of visitors. The high visibility presence of the Constabulary results in no reports of serious crime or anti-social behaviour.

HHC continues to work closely with, and seek support and advice from, the Terrence Higgins Trust (THT) and the Camden LGBT Forum with regard to the West Heath Public Sex Environment (PSE). A change in personnel at THT has delayed the City of London in moving forward at this stage with outreach work. The views of the Committee are sought on the continuation of Outreach work on the PSEs.

The Dogs Trust continues to attend the Heath once a month and also attended the 'Give it a Go' event at Parliament Hill Fields in July 2015.

HHC continues to provide an effective and efficient policing service on Hampstead Heath and Highgate Wood. During 2015/16 officers dealt with 2,406 incidents, including dealing with medical emergencies and fatalities.



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Threats to Wildlife

Threats to Wildlife

Sudden cardiac arrest - you have 3 minutes to make a difference

It only takes 5 minutes to save a life

## Priorities

Our priorities provide the overarching framework within which we will meet and exceed our priority performance indicators.

	Engagement	Education	Enforcement	Performance Outcomes
<b>Making every contact count</b>	Involve you more in keeping Hampstead Heath safe  Listen, understand and respond to you in way that best suits your needs Continue to work with neighbourhood & Heath groups to better understand the needs of those that we provide a service to	Continue to work with local schools and youth groups.  To hold and support events and activities on the Heath where education messages can be conveyed	To deliver enforcement activities in a professional, safe and ethical manner	Improve the satisfaction levels of users of the Constabulary services
<b>Quality of service</b>	Enhance existing performance management arrangements for Constabulary officers  Provide safe, secure and accessible Open Spaces and services for the benefit of London	To use different forms of media, including new media to convey Heath education messages  Undertake quality call backs on victims of crime on the Heath or those using the Constabulary	Work with partners to secure sufficient resources to deliver an efficient and effective service  To present enforcement prosecutions to courts in a timely and professional manner	Reduce the number of incidents of antisocial behaviour on the Heath
<b>Leadership</b>	Encourage and enable all staff to take ownership and lead change to make a positive difference every day  Manage, develop and empower a capable and motivated work force to achieve high standards of safety and performance	Provide focused learning opportunities for staff and volunteers to feel confident in meeting the changing needs of the Constabulary Work collaboratively with other stakeholders and public bodies to continue to improve service	Create an enforcement plan outlining specific proactive enforcement activities that augments the Engagement, Education and Enforcement plan	Provide leadership at all levels to support performance

## Priority Performance Indicators

Linked to our Priorities our Priority Performance Indicators are the specific priority activities that we will undertake:

	Priority Area	Action Area	Performance Target
1	Dog control	Targeted & intelligence led patrols in defined dog control areas	Minimum two patrols daily in dog control hotspots
2	Dog control	Dog control related incidents	90% conviction rate for all dog control related prosecutions
3	Dog control	Promoting responsible dog ownership	Through the Dogs Trust hold 8 dog micro chipping and education Roads Shows
4	Cycling	Targeted & intelligence led patrols in defined non cycle areas	Minimum two patrols daily in non-designated cycling hotspots
5	Cycling	Cycling related incidents	90% conviction rate for all cycling related prosecutions
6	Cycling	Promoting responsible cycling	Through engagement and education promote safe cycling in the Division
7	Youth Engagement (litter & anti-social behaviour)	Targeted patrols in areas where high concentrations of school children and young adults will be assembled	Minimum 1 patrol daily during peak periods when school children and young adults will be congregated on Heath
8	Youth Engagement (litter & anti-social behaviour)	Targeted engagement opportunities at youth events on the Heath	Work with local youth groups, through engagement and education, promote responsible use of the green spaces
9	Youth Engagement (litter & anti-social behaviour)	Targeted engagement opportunities at schools surrounding Heath	Work with the OSD Learning Team to deliver to local schools a proactive response to littering & anti social behaviour
10	Lido	Targeted patrols during periods where there will be high concentrations of visitors to Lido	Frequency of patrols to be defined by Sergeants based upon risk assessment
11	Lido	Reducing instances of serious crime	Deployment of 'Knife Arch' during defined peak periods.
12	Lido	Monitor the Lido Response Plan	Carry out a briefing at the start of the summer and debrief following the implementation of Lido Response Plan
13	Public sex environments	Targeted patrols to reduce instances of anti-social behaviour, crime and litter	Frequency of patrols to be defined by Sergeants based upon risk assessment
14	Public sex environments	Supporting Outreach work	Support Terrence Higgins Trust outreach workers when patrolling the PSE



### Contact Information

The Constabulary can be contacted on the following number

By telephone: 020 8340 5260

You should however always first consider whether dialling 999 is more appropriate if there is:

- Danger to life
- Serious injury to property or person
- A crime is in progress
- An offender has been detained and causes a risk to other people

### Face to face

If you would like to speak to us face to face please either phone or e-mail us on the numbers provided and we can arrange to meet with you at a suitable and convenient location at Hampstead Heath

Email: [HH-Constabulary@cityoflondon.gov.uk](mailto:HH-Constabulary@cityoflondon.gov.uk)

Do You Have Feedback on our Plan? If you have any queries in relation to our plan please contact:

Constabulary Manager  
City of London  
Heathfield House  
432 Archway Road  
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Telephone: 020 7332 3322

Email: [HH-Constabulary@cityoflondon.gov.uk](mailto:HH-Constabulary@cityoflondon.gov.uk)

Web: [www.cityoflondon.gov.co.uk/hampsteadheath](http://www.cityoflondon.gov.co.uk/hampsteadheath)

Twitter: [www.twitter.com/CityCorpHeath](http://www.twitter.com/CityCorpHeath)

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<b>Committee(s)</b>	<b>Dated:</b>
Highgate Wood Joint Consultative Committee – For Discussion	09.11.2016
Hampstead Heath, Highgate Wood and Queen’s Park Committee – For Decision	21.11.2016
<b>Subject:</b> Superintendents Update for November 2016	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Decision</b>
<b>Report author:</b> Jonathan Meares – Open Spaces Department	

## Summary

This Report provides an update to Members of the Highgate Wood Joint Consultative Committee on management and operational activities in Highgate Wood since April 2016. 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 the Café facility and seeks Members views on the proposed Annual Work Programme for 2017/18.

## Recommendations

- 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 21 November 2016.
- That the Hampstead Heath, Highgate Wood and Queen’s Park Committee consider the views of the Highgate Wood Joint Consultative Committee, and agree the proposed Highgate Wood Annual Work Programme 2017/18, as set out in Appendix 1.

## Main Report

### Background

1. Highgate Wood was awarded a Green Flag award for the 20<sup>th</sup> year running. It is one of only a few sites nationally to win the award every year since it was introduced in 1996.
2. Volunteer sessions recommenced in September following the summer period.
3. The tenth Community Day was held on 4 September 2016.

4. The new 2016/17 Conservation Area has been agreed and work will commence later this autumn. Tree safety management within the Wood continues to be supported by the Hampstead Heath Tree Team. The oak woodland surveys were completed again this year.
5. The electric vehicle entrance gate installation at Onslow gate is now underway with electrical supply being installed in late October.

### **Pavilion Café update**

6. In June 2016 the Superintendent appointed an Independent Consultant to undertake a programme of engagement and consultation with users and non-users of the Parliament Hill, Golders Hill Park and Highgate Wood cafés, to inform an Options Appraisal to guide future decisions on these café leases.
7. In July 2016, the City formed a Café Working Party (CWP) comprising representatives from the lead campaigners, as well as representatives from each of the Consultative Committees with knowledge of the three cafés, together with a representative of the Hampstead Heath, Highgate Wood and Queen's Park Committee. The CWP has met three times to agree the format and design of the engagement and consultation exercise, which is being implemented by the Independent Consultant. Initially a "Stakeholder Map" has been prepared to ensure the consultation is reaching all the communities that live around the Heath and Highgate Wood.
8. The engagement and consultation comprises:
  - An online questionnaire, available for six weeks commencing 26 September. A link to the questionnaire has been widely distributed to user groups and local community groups around the Heath and Highgate Wood.
  - Paper copies of the questionnaire with Freepost return envelopes have been made available at the Parliament Hill, Golders Hill Park and Highgate Wood cafés.
  - Food events are being held outside the cafés at weekends and during the week. These are being run by the Consultant, with the full support and participation of the existing café leaseholders, and are being used to engage proactively with café users.
9. A series of visits to other London Parks and Open Spaces cafés has been organised to look at a range of different offers and to meet the proprietors, to evaluate other successful business models. This will involve the members of the CWP and the three existing Leaseholders.
10. Once the initial results from the online and paper questionnaires have been analysed, the Consultant will be holding a workshop with the CWP to review the feedback and to discuss the outcomes that are emerging. This will be critical to establishing the Social, Environmental and Economic outcomes for each of the cafés.
11. Following this, towards the end of November the Consultant will report back the full findings from the consultation to the CWP, who will then have the opportunity to discuss the options for each café, taking into account the feedback from the public.

12. In January 2017, the Superintendent will present a report to the Hampstead Heath & Highgate Wood Consultative Committees, setting out the learning from the consultation and the options for café leases beyond January 2018. Once the views from the Consultative Committees have been considered, a further report will be presented to the Management Committee for decision.

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

13. The new summer closing times were successfully implemented for 13 weeks from 2 May 2016 through to 1 August 2016.
14. To date, the Highgate Wood Manager has received two written complaints from members of the public regarding the new changes. These originated from members of the public that used the wood in the late evening for jogging or dog walking. The broad feedback that has been received has been positive.
15. There was no requirement for the Hampstead Heath Constabulary to attend the Wood to support the locking-up process.
16. It is proposed that the 2016 closing times be permanently adopted.

### **Changes to working arrangements**

17. The new operational working arrangements reported in the April Highgate Wood Committee Report commenced on the 1 October 2016. The new working arrangements have been designed so that staffing resource can be shared more effectively across the Hampstead Heath, Highgate Wood and Queen's Park, especially during the busier summer periods and school holidays. The new working arrangements will be reviewed after 6 months and 12 months.
18. The Team are supported by a pool of casual staff who provide cover for holiday and sickness. Under the new working arrangement there will be selection of Heath Ranger staff who will be deployed to work in the Wood to support the Team and reduce the reliance on casual staff.

### **Roman Kiln Project**

19. The Highgate Wood Manager will arrange a meeting, towards the end of 2016, with key members of the Working Group to discuss how best to progress the Project. It may be possible to divide up the Project into separate work packages which would help with reducing the overall cost of funding.
20. Over a year has passed since the Heritage Lottery Fund made their decision not to provide financial support to the Project, so it is timely to reconvene and discuss a future bid and also raise funds for the match funding budget.

### **Sustainability**

21. The City of London's Corporate Energy Efficiency Programme is progressing well with a successful partnership developing with the break down and Project Team from the City Surveyors and also the new Corporate Energy Team. City

Surveyors Department have confirmed that the boiler unit for the water heating system for the changing rooms will be replaced in April 2017 which will significantly improve the energy efficiency rating of the Pavilion building.

22. In Highgate Wood the overall energy consumption has improved greatly over the last eighteen months, with a 20% decrease in gas and electricity use compared to 2014/15 data. The relatively mild winter of 2015/16 may be a contributing factor for this.

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

23. There have been no further site closures due to high winds over the spring and summer period. With the exception of a small number of tree limb failures, the period has been relatively quiet. The Tree Team have assisted with several cyclical pruning operations around the Lodge to thin out and prune back trees growing close to the garden fence line, and to stabilise several trees that had structural issues.
24. In early May the Tree Team used Highgate Wood for an aerial rescue refresher workshop for all the staff with Arboricultural training across the Hampstead Heath, Highgate Wood and Queen's Park.
25. Several site meetings have taken place to confirm the location and dimensions of the next Conservation Area. The intention is to increase the area coppiced for this compartment and stagger the coppicing between December and January carrying out the hornbeam coppicing in the New Year. There is a significant amount of holly to coppice and some other assorted beech and cherry that will all be cleared at the same time.
26. As reported to this Committee in April 2016, squirrel damage continues to be an issue. Over many years the squirrel population has risen in Highgate Wood. They have become more persistent in a number of areas stripping bark mainly on hornbeam trees on trunks and branches high in the canopy. Hornbeams are very resilient as a species but once the squirrels have ring barked a trunk the tree's long term survival chances are very poor.
27. Our aim in Highgate Wood is not to eradicate squirrels totally as this would be impossible due to the thriving squirrel population in the surrounding area. We aim to bring the numbers down by installing a small number of Kania 2000 traps. These will be installed in non-public areas, and are currently used by English Heritage on the Kenwood Estate.
28. English Heritage have been trapping for a number of years and use the Kania 2000 trap, as it quickly and humanly kills squirrels. Staff will monitor the traps daily to dispose of any squirrels caught. The traps will be installed in November 2016 and the process will be reviewed after 6 months.
29. There was great excitement in the spring when a Kestrel pair produced three offspring in the 2007 Conservation Area. The family flourished and the fledglings attracted a good deal of attention. There have been several hedgehog surveys carried out this year, latterly by a Heath Ecologist working with the Heath Ranger Team and the Highgate Wood Team. Hedgehog sightings are very rare now in the Wood.



**Figure 1: One of the Kestrel fledglings contemplating flight**

### **Volunteer activity**

30. 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.
31. 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.
32. 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**

33. Work continues to monitor the 100 young oaks, which have been protected using tree shelters. This year it was recorded that 48 of these trees had now died but there were still 36 looking relatively healthy.
34. The oak decline survey was carried out again with the assistance of a work experience student in June, July and August recording canopy density and general vitality within the study group. Overall there is no pronounced change but there have a continuing loss of oaks with three trees that were in severe decline in the previous year and an additional two close to the play area.

## Tree disease and biosecurity issues

35. Oak Processionary Moth (OPM) was not found in Highgate Wood this summer or in any of the surrounding woodlands in the Haringey area. The Forestry Commission continued its containment operation in the control zone which included Hampstead Heath and the Kenwood Estate, where a biological insecticide was sprayed on the trees where nests were discovered last year.
36. What is not known at this stage is whether female OPM adult moths have managed to cover the short distance from Hampstead Heath to Highgate Wood this summer; that is those moths that managed to escape the control work in May and June. The *Thaumetopoea* genus of processionary moths is well studied in mainland Europe due their rapid adaptation to both climate change and predation.



**Figure 2: Tractor spraying for OPM control Hampstead Heath**

37. Ash Dieback has been confirmed within a kilometre of Highgate Wood and also at various locations on Hampstead Heath. This will not be a major concern for Highgate Wood as its ash population is very small but there will be secondary impacts in the additional pressure on the Tree Team which will mean that they have less time to provide support for Highgate Wood.

## Sports and Recreation

38. The cricket season has now finished and all the end of season renovation works completed. Only two matches had to be cancelled due to inclement weather conditions. All the Teams have given good feedback on the standard of pitches this season. Staff have been using the large ride on roller from Hampstead Heath to maintain the pitches, which gives a much firmer pitch which in turn provides a better batting surface.

39. The football season started the week after the cricket had finished. The goal areas have been newly seeded and are ready for public play.
40. The area next to the café on the top football pitch will be fenced off each week due to drainage issues and opened up at weekends when the pitch is used. The board walk at the bottom end of the field (behind the cricket practice nets) is now in place ready for the winter season. The outfield is due to be over-seeded in early October to bulk up the grass coverage and keep the weeds at bay.

### **Community and Events**

41. There have been a wide range of activities and walks laid on by the Team over the summer season. These include; a bird walk by the Marylebone Bird Watching Society in May; two well attended bat walks, and an additional nine other guided walks covering history, tree identification and insects.
42. The tenth Highgate Wood Community Day (formerly Heritage Day) was held on the 4 September. Short of the wind at the beginning of the event that caused a few exciting moments with the Gazebos, the day was a great success with both participants and the public enjoying a variety of activities, a Punch and Judy show and a dog show. The 'Monkey Do' Team provided another exciting temporary play space for children.
43. As part of the GLA's London Tree Week in late May early June, an event was hosted in Highgate Wood called the Canopy Stair. This is an innovative temporary stair system that allows access into the tree canopy. One of the straight stemmed oaks on the edge of the field was selected and a spiral light-weight wood and aluminium tread system was attached to the tree. The effect was dramatic and 800 people were able to experience the Canopy Stair over the weekend (see figure 3).

### **Infrastructure and buildings**

44. The work programme for the new electronic gates at the Onslow entrance is in progressing and works have already started on the new pedestrian entrance on the southern side of the existing gates (see figure 4). The City Surveyors Department have appointed contractors to carry out the initial path and pedestrian walkways. Work will then commence on installing the gates and operating equipment in November.
45. As already mentioned above in the Sustainability section the old boiler that currently supplies hot water for the two changing rooms is being replaced with a new more energy efficient system in April of 2017.



Figure 3: Canopy Stair

### Planning and Local Development

46. The two major new housing developments currently under construction to the north and south of the Wood were mentioned in the April Report to this Committee. These are already having an impact on the site, particularly the new flats on Archway Road, previously the old Magistrates Court. The Highgate Management Team will continue to monitor the work at both development sites and report back on any issues. Most recent data from the electronic logging system indicates just under 800,000 people visiting Highgate Wood from the beginning of October 2015 through to same period this year.

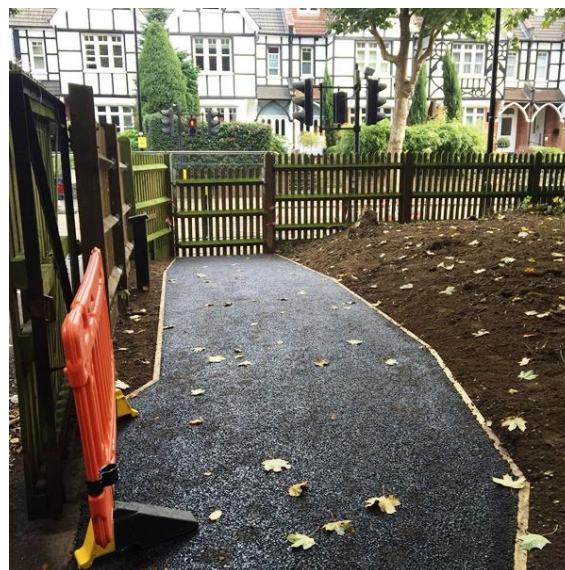


Figure 4: New pedestrian access Onslow Gate



## **Annual Work Plan for Highgate Wood**

47. The Highgate Wood Team has been producing an operational work plan for some years that lists cyclical works to be completed by the Team. The Management Team are now working towards producing an Annual Work Programme format that Hampstead Heath, Highgate Wood and Queen's Park will use. Included with this Report as Appendix 1 is the current 2016/17 programme and the proposed 2017/18 programme.

## **Corporate & Strategic Implications**

48. The City of London Corporation's Corporate Plan (2015-2019) states under Key Policy Priority 5 '*Developing and improving the physical environment around our key cultural attractions; and providing safe, secure, and accessible Open Spaces*'.
49. It will also help fulfil the Open Space's Department's Business Plan 2016-2019 Vision to '*Preserve and protect our world class green spaces for the benefit of our local communities and the environment*'. The content of this report also has a direct impact on the five core values of Quality, Inclusion, Environment, Promotion and People, and contributes to all four of the Department's key objectives.

## **Financial Implications**

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

## **Conclusion**

51. In 2017 there will be a continued focus on Woodland Management and the creation of the new Conservation Area. There will also be on-going work to strengthen partnerships with other woodland sites such as Queen's Wood, and to control tree diseases and pests.

## **Appendix**

- Appendix 1 – Highgate Wood Annual Work Programme 2016/17, and Proposed Highgate Wood Annual Work Programme 2017/18

## **Jonathan Meares**

Highgate Wood, Conservation, Trees and Sustainability Manager  
E: jonathan.meares@cityoflondon.gov.uk

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Location	Annual Work Programme – April 2016 - March 2017	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Playing Field	1. Overseed the field once annually	October	Annual	HW Supervisor	3
	2. Remove leaves from lower end of field	Autumn	Weekly	HW Team	3
	3. Aerating and roll field every two weeks when conditions are suitable	October to March	Ad hoc	HW Team	3
	4. Repair damage caused by football games, including soil and seed applications	September to April	Weekly	HW Team	3
	5. Weeding of Cricket Net area including synthetic surface	March/November	Bi-annual	HW Team	3
	6. Preparation of football pitches for the season	September	Annual	HW Team	3
	7. Trim trail inspected for damage, bark area maintained weekly	Throughout the year	Weekly	HW Team	3
	8. Re-mark pitches weekly	September to March	Weekly	HW Team	3
	9. Prepare and repair pitches for 5-a-side football coaching	School holidays except winter half term	Ad hoc	HW Team	3
	10. Erect and dismantle goal posts and nets weekly	September to April	Weekly	HW Team	3
	11. Application of fertilizer (spring/summer, autumn/winter)	April & September	Quarterly	HW Team	3
	12. Purchase of & maintenance to goal posts and nets, goal slots and all football lines	September to April	Ad hoc	HW Team	3
	13. Mowing of playing field once weekly	March to October	Weekly	HW Team	3
	14. Strimming of benches and bins monthly	March to October	Monthly	HW Team	3
	15. Apply calcified seaweed to field if needed after soil testing (testing to be done in January if ground conditions suitable)	March	Annual	HW Team	3

<b>Location</b>	<b>Annual Work Programme – April 2016 - March 2017</b>	<b>Timing of work</b>	<b>Frequency of work</b>	<b>Who is Responsible</b>	<b>Link to Policy</b>
<b>Playing Field</b>	16. Preparation of school athletic tracks	May to July	Weekly	HW Team	3
	17. Re-measure bottom pitch and re-plot area with plastic markers and move goal slots	April	Annually	HW Team	3
	18. Maintain irrigation system	Throughout the year	Ad hoc	HW Team	3

Location	Annual Work Programme – April 2016 - March 2017	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Cricket Pitch	1. Light scarification to remove dead grass in several directions	March	Bi-annual	HW Team	3
	2. Cut grass at start of season to 15mm complete with light rolling	March	Annual	HW Team	3
	3. Cut grass to 12mm complete with light rolling	April	Annual	HW Team	3
	4. Brush daily	Throughout the year	Daily	HW Team	3
	5. Hand weed/spot weed	April to September	Weekly	HW Team	3
	6. Worm control if required	April to September	Monthly	HW Team	3
	7. Light roll, adjusting weight as necessary	April to September	Weekly	HW Team	3
	8. Repair to Cricket Nets as and when required	Throughout the year	Ad hoc	HW Team	3
	9. Fine turf fertilizer application	April to September	Quarterly	HW Team	3
	10. Maintain Cricket Score Hut	April to September	Ad hoc	HW Team	3
	11. Install H&S signs for cricket games, remove after game	April to September	Weekly	HW Team	3
	12. Remove & reinstall barrier rope and pins from cricket square weekly	April to September	Weekly	HW Team	3
	13. Measure & mark out cricket pitches & boundary line before season commences	April	Annual	HW Team	3
	14. Cut cricket square weekly	April to September	Weekly	HW Team	3
	15. Prepare playing strips 3 times weekly	April to September	Weekly	HW Team	3
	16. Roll cricket square weekly	April to September	Weekly	HW Team	3

Location	Annual Work Programme – April 2016 - March 2017	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Cricket Pitch	17. Irrigate cricket square when required	April to September	Ad hoc	HW Team	3
	18. Repair cricket strips weekly	April to September	Weekly	HW Team	3
	19. Receive cricket teams twice weekly	April to September	Weekly	HW Team	3
	20. Scarify cricket square monthly	April to September	Monthly	HW Team	3
	21. End of season renovation	September	Annual	HW Supervisor	3
	22. Installation of cricket screens	April	Annual	HW Team	3
	23. Repair of cricket screens	September	Ad hoc	HW Team	3
	24. Re-mark cricket boundary during cricket season	Weekly	Weekly	HW Team	3
	25. Spike cricket square every 2 <sup>nd</sup> month	October to February	Ad hoc	HW Team	3
26. Renovate cricket square at the end of the season	September	Annual	HW Supervisor	3	

Location	Annual Work Programme – April 2016 - March 2017	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Playground	1. Playground opened at 7.30am and closed 45 mins before dusk	Throughout year	Daily	HW Team	3 / 4
	2. All playground items inspected daily for defects	Throughout year	Daily	HW Team	3 / 4
	3. Playground toilets cleaned daily & regularly inspected	Throughout year	Daily	HW Team	3 / 4
	4. Weekly equipment inspection with a checklist filled out	Throughout year	Weekly	HW Team	3 / 4
	5. Maintenance or repairs to and replacement of equipment when required	Throughout year	Ad hoc	HW Team	3 / 4
	6. Sweeping of surfaces, raking of bark daily	Throughout year	Daily	HW Team	3 / 4
	7. Sandpits forked weekly	Throughout year	Weekly	HW Team	3 / 4
	8. New playbark installed	When required annually	Annually	HW Team / HW Supervisor	3 / 4
	9. Litter bins serviced daily	Throughout year	Daily	HW Team	3 / 4
	10. Supervise the playground daily particularly during busy periods	Throughout year	Ad hoc	HW Team	3 / 4
	11. Mowing and strimming of grass areas	April to October	Ad hoc	HW Team	3 / 4
	12. Any major refurbishment to playground required	January	Annually	HW Team / HW Supervisor / HW Manager	3 / 4(f)
	13. Tree inspections in the playground	Twice yearly	Bi-annual	HW Team/HW Manager /Arb team	2(a) (b) (f) (h) / 3 / 4
	14. Management of bird feeders / nest box cameras and replenishment of bird feeds in the playground	Daily	Weekly	HW Team	1(d) / 3
	15. Annual ROSPA inspection and report	June	Annual	HW Supervisor	3 / 4

Location	Annual Work Programme – April 2016 - March 2017	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Café Garden	1. Maintain the formal plantings, shrubbery & containers to an acceptable horticultural standard weekly	Throughout year	Ad hoc	HW Team	3 / 4
	2. Cut back Wisteria twice	January & July	Bi-annual	HW Team	3 / 4
	3. Maintain paved area	Throughout year	Ad hoc	HW Team	4
	4. Hedge maintenance	April to October	Ad hoc	HW Team	4
	5. Service waste bins	Daily	Daily	HW Team	3 / 4
	6. Replace sections of shrubbery when required with drought tolerant species	November	Ad hoc	HW Team	2 / 3 / 4



Location	Annual Work Programme – April 2016 - March 2017	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Woodland	1. Recording / monitoring / mapping of conservation areas	Throughout year	Monthly	HW Team	2
	2. Silvicultural & arboricultural planned works	October to March	Weekly	HW Team	2
	3. Emergency silvicultural & arboricultural works	Throughout year	Ad Hoc	HW Team	2
	4. Tree safety inspections & surveys throughout the wood Paths and zone 1 after high winds	Biannual & annual according to zone	Up to Biannual according to zone / ad hoc	HW Team	2
	5. Retrenchment / halo releasing / coppicing / re-coppicing & veteran tree works throughout the wood	October to March	Ad hoc	HW Team /Arb Team	2
	6. Transplant Wild Service Tree suckers and young WS trees from the Heath	November	Annually	HW Team	2
	7. Pond work to compartment no 2 (refer to compartment map)	January	Annually	HW Team	2
	8. Muswell Hill Ditch maintenance	Throughout year	Monthly	HW Team	2
	9. Hollies and exotics control throughout the wood	Nov to December	Monthly	HW Team	2
	10. Wildflower planting on field	March	Annually	HW Team /Ecologists	2
	11. Litter clearance & maintenance of woodland ditches	Throughout year	Weekly	HW Team	2/3
	12. Bramble and weed control in conservation areas	September to March	Weekly	HW Team	1/2/3
	13. General maintenance of certain areas with volunteers	September to December	Monthly	HW Team	1/2/3
	14. Maintenance of dead hedges around the wood	Throughout year	Weekly	HW Team	1/2/3
	15. Keep woodpile for wood burning stoves stocked up	Throughout year	Monthly	HW Team	4(e)

Location	Annual Work Programme – April 2016 - March 2017	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Woodland (continued)	16. Create new Conservation Area (9 <sup>th</sup> ) in agreed location	December 2016- March 2017	3 months	HW Team	2(f)

Location	Annual Work Programme – April 2016 - March 2017	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Highgate Wood Area	1. Litter pick daily	Throughout year	Daily	HW Team	2/3
	2. Uniformed security patrol daily	Throughout year	Daily	HW Team	3

Location	Annual Work Programme – April 2016 - March 2017	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Built Environment furniture & paths	1. Open the woodland gates at 07.30 & lock them closed at dusk every day	Throughout year	Daily	HW Team	3
	2. Litter bins emptied twice weekly & maintained (daily on field area in summer)	Throughout year	Weekly/Daily	HW Team	3
	3. Benches repaired and maintained	Throughout year	Weekly	HW Team	3/4
	4. Toilets cleaned daily or when necessary	Throughout year	Daily	HW Team	3
	5. Showers & changing rooms cleaned & maintained weekly	Throughout year	Weekly	HW Team	3
	6. Fence lines throughout the wood including the playground maintained and repaired	Throughout year	Ad hoc	HW Team	3/4
	7. Paths and entrances repaired & maintained when required	Throughout year	Ad hoc	HW Team	3/4
	8. Paths cleared of leaf debris during Autumn	Autumn	Weekly	HW Team	3/4
	9. Steps maintained & repaired (including for visually impaired)	Throughout year	Ad hoc	HW Team	3/4
	10. Drains maintained and repaired when required	Throughout year	Ad hoc	HW Team	4
	11. Information hut and surrounding area maintained	Throughout year	Daily	HW Team	1/3/4
	12. Signage maintained & repaired when required	Throughout year	Ad hoc	HW Team	1/3/4
	13. Drinking fountains maintained & repaired when required	Throughout year	Ad hoc	HW Supervisor /City Surveyors	1/3/4
	14. Minor repairs & maintenance to buildings, urinals, toilets etc.	Throughout year	Daily	HW Team	1/3/4
	15. Servicing of nature trail posts and healthy walks posts	Throughout year	Monthly	HW Team	3

Location	Annual Work Programme – April 2016 - March 2017	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Built Environment furniture & paths	16. Clearing of gutters on information hut, lodges, buildings & playground hut	Throughout year & Autumn	Biannual	HW Team	4
	17. Changing Rooms decoration and maintenance	March and throughout year	Weekly	HW Team	3/4
	18. Boundary fence to be renewed and maintained	April and throughout year	Ad hoc	HW Team /City Surveyors	3/4

Location	Annual Work Programme – April 2016 - March 2017	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Education	1. Participate in one day weekly school walks and educational establishments	Throughout year	Weekly	HW Team / OS Education Team	3
	2. Participate in and supervise events on the Highgate Wood Diary of Events	Throughout year	Ad hoc	HW Team	1/3
	3. Servicing of and preparation of displays in the information hut	Throughout year	Ad hoc	HW Team	1/3
	4. Preparation of What's New /HW website	Monthly	Monthly	HW Team	3
	6. Supervise Work Experience Pupils	Throughout year	Ad hoc	HW Team	3
	7. Supervise Heath Hands volunteers	Autumn / Winter	Monthly	HW Team	3
	8. Supervision of Filming in Highgate Wood	Throughout year	Ad hoc	HW Supervisor	3
	9. Daily display of bird nesting and wildlife watch	Throughout year	Daily	HW Team	3
	10. Updating information on display board	Throughout year	Daily	HW Team	3
	12. Hold Highgate Wood Community Day annually	September	Annually	HW Team	1/3

Location	Annual Work Programme – April 2016 - March 2017	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Wildlife	1. Encourage biodiversity with various woodland works (including habitat creation)	Throughout year	Weekly	HW Team	2/3
	2. Surveying & monitoring of woodland wildlife	Throughout year	Monthly	HW Team	2/3
	3. Promoting the use of Highgate Wood wildlife for education purposes	Throughout year	Ad hoc	HW Team	3
	4. Control of certain pest species	Throughout year	Ad hoc /seasonal	HW Team	2/3
	5. Replenish bird feeders weekly	Throughout year	Weekly	HW Team	2
	6. Bird and bat box maintenance, construction and monitoring	Outside of hibernation and nesting/roosting	Ad hoc	HW Team	2/3
	7. Bird surveys	Throughout year	Monthly	HW Team	2
	8. Bat box surveys	September	Annually	HW Team	2
	9. Update bird checklist	Monthly	Monthly	HW Team	2
	10. Moth trapping sessions	Throughout year	Ad hoc	HW Team /Volunteer	2/3
	11. Update of notable wildlife sightings	Throughout year	Ad hoc	HW Team	2
	12. Creation of hibernation habitats	November	Annually	HW Team	2

Location	Annual Work Programme – April 2016 - March 2017	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Heritage	1. Protect the existing heritage features	Throughout year	Ad hoc	HW Team	1 / 3
	2. Maintain heritage interpretation material in the wood	Throughout year	Ad hoc	HW Team	1 / 3
	3. Hold Highgate Wood Community Day annually	September	Ad hoc	HW Team	1 / 3

Location	Annual Work Programme – April 2016 - March 2017	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Stock Equipment & Machinery	1. All stock machinery and equipment controlled by documentation and check daily	Throughout year	Daily	HW Team	2 / 3 / 4
	2. Service and repairs when necessary	Throughout year	Ad hoc	HW Team	2 / 3 / 4
	3. PPE maintained and inspected (including LOLER testing - biannual)	Throughout year	Biannual	HW Supervisor	2 / 4

Location	Annual Work Programme – April 2016 - March 2017	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Admin Duties	1. All correct admin documents completed and controlled as specified in corporate directives	Throughout year	Daily	HW Team	1 / 2 / 3 / 4
	2. Control of contractors as per corporate policies	Throughout year	Daily	HW Supervisor	1 / 2 / 3 / 4
	3. Answer email / telephone enquiries	Throughout year	Daily	HW Team	1 / 2 / 3 / 4

Location	Annual Work Programme – April 2016 - March 2017	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Projects	Electric gate installation at Onslow Gate	October 2016	Annual	HW Manager /City Surveyors / HW Supervisor	4 (c) (d)
	Reinstate Roman Kiln Working Group and seek external funding for project	March 2017 onwards	Quarterly Meetings	HW Team	1/c

Location	Proposed Annual Work Programme – April 2017 - March 2018	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Playing Field	1. Overseed the field once annually	October	Annual	HW Supervisor	3
	2. Remove leaves from lower end of field	Autumn	Weekly	HW Team	3
	3. Aerating and roll field every two weeks when conditions are suitable	October to March	Ad hoc	HW Team	3
	4. Repair damage caused by football games, including soil and seed applications	September to April	Weekly	HW Team	3
	5. Weeding of Cricket Net area including synthetic surface	March/November	Bi-annual	HW Team	3
	6. Preparation of football pitches for the season	September	Annual	HW Team	3
	7. Trim trail inspected for damage, bark area maintained weekly	Throughout the year	Weekly	HW Team	3
	8. Re-mark pitches weekly	September to March	Weekly	HW Team	3
	9. Prepare and repair pitches for 5-a-side football coaching	School holidays except winter half term	Ad hoc	HW Team	3
	10. Erect and dismantle goal posts and nets weekly	September to April	Weekly	HW Team	3
	11. Application of fertilizer (spring/summer, autumn/winter)	April & September	Quarterly	HW Team	3
	12. Purchase of & maintenance to goal posts and nets, goal slots and all football lines	September to April	Ad hoc	HW Team	3
	13. Mowing of playing field once weekly	March to October	Weekly	HW Team	3
	14. Strimming of benches and bins monthly	March to October	Monthly	HW Team	3
	15. Apply calcified seaweed to field if needed after soil testing (testing to be done in January if ground conditions suitable)	March	Annual	HW Team	3



<b>Location</b>	<b>Proposed Annual Work Programme – April 2017 - March 2018</b>	<b>Timing of work</b>	<b>Frequency of work</b>	<b>Who is Responsible</b>	<b>Link to Policy</b>
<b>Playing Field</b>	16. Preparation of school athletic tracks	May to July	Weekly	HW Team	3
	17. Re-measure bottom pitch and re-plot area with plastic markers and move goal slots	April	Annually	HW Team	3
	18. Maintain irrigation system	Throughout the year	Ad hoc	HW Team	3

Location	Proposed Annual Work Programme – April 2017 - March 2018	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Cricket Pitch	1. Light scarification to remove dead grass in several directions	March	Bi-annual	HW Team	3
	2. Cut grass at start of season to 15mm complete with light rolling	March	Annual	HW Team	3
	3. Cut grass to 12mm complete with light rolling	April	Annual	HW Team	3
	4. Brush daily	Throughout the year	Daily	HW Team	3
	5. Hand weed/spot weed	April to September	Weekly	HW Team	3
	6. Worm control if required	April to September	Monthly	HW Team	3
	7. Light roll, adjusting weight as necessary	April to September	Weekly	HW Team	3
	8. Repair to Cricket Nets as and when required	Throughout the year	Ad hoc	HW Team	3
	9. Fine turf fertilizer application	April to September	Quarterly	HW Team	3
	10. Maintain Cricket Score Hut	April to September	Ad hoc	HW Team	3
	11. Install H&S signs for cricket games, remove after game	April to September	Weekly	HW Team	3
	12. Remove & reinstall barrier rope and pins from cricket square weekly	April to September	Weekly	HW Team	3
	13. Measure & mark out cricket pitches & boundary line before season commences	April	Annual	HW Team	3
	14. Cut cricket square weekly	April to September	Weekly	HW Team	3
	15. Prepare playing strips 3 times weekly	April to September	Weekly	HW Team	3
	16. Roll cricket square weekly	April to September	Weekly	HW Team	3

Location	Proposed Annual Work Programme – April 2017 - March 2018	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Cricket Pitch	17. Irrigate cricket square when required	April to September	Ad hoc	HW Team	3
	18. Repair cricket strips weekly	April to September	Weekly	HW Team	3
	19. Receive cricket teams twice weekly	April to September	Weekly	HW Team	3
	20. Scarify cricket square monthly	April to September	Monthly	HW Team	3
	21. End of season renovation	September	Annual	HW Supervisor	3
	22. Installation of cricket screens	April	Annual	HW Team	3
	23. Repair of cricket screens	September	Ad hoc	HW Team	3
	24. Re-mark cricket boundary during cricket season	Weekly	Weekly	HW Team	3
	25. Spike cricket square every 2 <sup>nd</sup> month	October to February	Ad hoc	HW Team	3
	26. Renovate cricket square at the end of the season	September	Annual	HW Supervisor	3

Location	Proposed Annual Work Programme – April 2017 - March 2018	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Playground	1. Playground opened at 7.30am and closed 45 mins before dusk	Throughout year	Daily	HW Team	3 / 4
	2. All playground items inspected daily for defects	Throughout year	Daily	HW Team	3 / 4
	3. Playground toilets cleaned daily & regularly inspected	Throughout year	Daily	HW Team	3 / 4
	4. Weekly equipment inspection with a checklist filled out	Throughout year	Weekly	HW Team	3 / 4
	5. Maintenance or repairs to and replacement of equipment when required	Throughout year	Ad hoc	HW Team	3 / 4
	6. Sweeping of surfaces, raking of bark daily	Throughout year	Daily	HW Team	3 / 4
	7. Sandpits forked weekly	Throughout year	Weekly	HW Team	3 / 4
	8. New playbark installed	When required annually	Annually	HW Team / HW Supervisor	3 / 4
	9. Litter bins serviced daily	Throughout year	Daily	HW Team	3 / 4
	10. Supervise the playground daily particularly during busy periods	Throughout year	Ad hoc	HW Team	3 / 4
	11. Mowing and strimming of grass areas	April to October	Ad hoc	HW Team	3 / 4
	12. Any major refurbishment to playground required	January	Annually	HW Team / HW Supervisor / HW Manager	3 / 4(f)
	13. Tree inspections in the playground	Twice yearly	Bi-annual	HW Team / Arb Team	2(a) (b) (f) (h) / 3 / 4
	14. Management of bird feeders / nest box cameras and replenishment of bird feeds in the playground	Daily	Weekly	HW Team	1(d) / 3
	15. Annual ROSPA inspection and report	June	Annual	HW Supervisor	3 / 4

Location	Proposed Annual Work Programme – April 2017 - March 2018	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Café Garden	1. Maintain the formal plantings, shrubbery & containers to an acceptable horticultural standard weekly	Throughout year	Ad hoc	HW Team	3 / 4
	2. Cut back Wisteria twice	January & July	Bi-annual	HW Team	3 / 4
	3. Maintain paved area	Throughout year	Ad hoc	HW Team	4
	4. Hedge maintenance	April to October	Ad hoc	HW Team	4
	5. Service waste bins	Daily	Daily	HW Team	3 / 4
	6. Replace sections of shrubbery when required with drought tolerant species	November	Ad hoc	HW Team	2 / 3 / 4

Location	Proposed Annual Work Programme – April 2017 - March 2018	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Woodland	1. Recording / monitoring / mapping of conservation areas	Throughout year	Monthly	HW Team	2
	2. Silvicultural & arboricultural planned works	October to March	Weekly	HW Team	2
	3. Emergency silvicultural & arboricultural works	Throughout year	Ad Hoc	HW Team	2
	4. Tree safety inspections & surveys throughout the wood Paths and zone 1 after high winds	Biannual & annual according to zone	Up to Biannual according to zone / ad hoc	JM/CB/RH/DOB HW Team	2
	5. Retrenchment / halo releasing / coppicing / re-coppicing & veteran tree works throughout the wood	October to March	Ad hoc	HW Supervisor /Arb Team	2
	6. Transplant Wild Service Tree suckers and young WS trees from the Heath	November	Annually	HW Team	2
	7. Pond work to compartment no 2 (refer to compartment map)	January	Annually	HW Team	2
	8. Muswell Hill Ditch maintenance	Throughout year	Monthly	HW Team	2
	9. Hollies and exotics control throughout the wood	Nov to December	Monthly	HW Team	2
	10. Wildflower planting on field	March	Annually	HW Team /Ecologists	2
	11. Litter clearance & maintenance of woodland ditches	Throughout year	Weekly	HW Team	2/3
	12. Bramble and weed control in conservation areas	September to March	Weekly	HW Team	1/2/3
	13. General maintenance of certain areas with volunteers	September to December	Monthly	HW Team	1/2/3
	14. Maintenance of dead hedges around the wood	Throughout year	Weekly	HW Team	1/2/3
	15. Keep woodpile for wood burning stoves stocked up	Throughout year	Monthly	HW Team	4(e)



<b>Location</b>	<b>Proposed Annual Work Programme – April 2017 - March 2018</b>	<b>Timing of work</b>	<b>Frequency of work</b>	<b>Who is Responsible</b>	<b>Link to Policy</b>
<b>Highgate Wood Area</b>	1. Litter pick daily	Throughout year	Daily	HW Team	2/3
	2. Uniformed security patrol daily	Throughout year	Daily	HW Team	3

Location	Proposed Annual Work Programme – April 2017 - March 2018	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Built Environment furniture & paths	1. Open the woodland gates at 07.30 & lock them closed at dusk every day	Throughout year	Daily	HW Team	3
	2. Litter bins emptied twice weekly & maintained (daily on field area in summer)	Throughout year	Weekly/Daily	HW Team	3
	3. Benches repaired and maintained	Throughout year	Weekly	HW Team	3/4
	4. Toilets cleaned daily or when necessary	Throughout year	Daily	HW Team	3
	5. Showers & changing rooms cleaned & maintained weekly	Throughout year	Weekly	HW Team	3
	6. Fence lines throughout the wood including the playground maintained and repaired	Throughout year	Ad hoc	HW Team	3/4
	7. Paths and entrances repaired & maintained when required	Throughout year	Ad hoc	HW Team	3/4
	8. Paths cleared of leaf debris during Autumn	Autumn	Weekly	HW Team	3/4
	9. Steps maintained & repaired (including for visually impaired)	Throughout year	Ad hoc	HW Team	3/4
	10. Drains maintained and repaired when required	Throughout year	Ad hoc	HW Team	4
	11. Information hut and surrounding area maintained	Throughout year	Daily	HW Team	1/3/4
	12. Signage maintained & repaired when required	Throughout year	Ad hoc	HW Team	1/3/4
	13. Drinking fountains maintained & repaired when required	Throughout year	Ad hoc	HW Supervisor /City Surveyors	1/3/4
	14. Minor repairs & maintenance to buildings, urinals, toilets etc.	Throughout year	Daily	HW Team	1/3/4
	15. Servicing of nature trail posts and healthy walks posts	Throughout year	Monthly	HW Team	3



Location	Proposed Annual Work Programme – April 2017 - March 2018	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Built Environment furniture & paths	16. Clearing of gutters on information hut, lodges, buildings & playground hut	Throughout year & Autumn	Biannual	HW Team	4
	17. Changing Rooms decoration and maintenance	March and throughout year	Weekly	HW Team	3/4
	18. Boundary fence to be renewed and maintained	April and throughout year	Ad hoc	HW Team/City Surveyors	3/4

Location	Proposed Annual Work Programme – April 2017 - March 2018	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Education	1. Participate in one day weekly school walks and educational establishments	Throughout year	Weekly	HW Team / OS Education Team	3
	2. Participate in and supervise events on the Highgate Wood Diary of Events	Throughout year	Ad hoc	HW Team	1/3
	3. Servicing of and preparation of displays in the information hut	Throughout year	Ad hoc	HW Team	1/3
	4. Preparation of What's New /HW website	Monthly	Monthly	HW Team	3
	6. Supervise Work Experience Pupils	Throughout year	Ad hoc	HW Team	3
	7. Supervise Heath Hands volunteers	Autumn / Winter	Monthly	HW Team	3
	8. Supervision of Filming in Highgate Wood	Throughout year	Ad hoc	HW Supervisor	3
	9. Daily display of bird nesting and wildlife watch	Throughout year	Daily	HW Team	3
	10. Updating information on display board	Throughout year	Daily	HW Team	3
	12. Hold Highgate Wood Community Day annually	September	Annually	HW Team	1/3

Location	Proposed Annual Work Programme – April 2017 - March 2018	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Wildlife	1. Encourage biodiversity with various woodland works (including habitat creation)	Throughout year	Weekly	HW Team	2/3
	2. Surveying & monitoring of woodland wildlife	Throughout year	Monthly	HW Team	2/3
	3. Promoting the use of Highgate Wood wildlife for education purposes	Throughout year	Ad hoc	HW Team	3
	4. Control of certain pest species	Throughout year	Ad hoc /seasonal	HW Team	2/3
	5. Replenish bird feeders weekly	Throughout year	Weekly	HW Team	2
	6. Bird and bat box maintenance, construction and monitoring	Outside of hibernation and nesting/roosting	Ad hoc	HW Team	2/3
	7. Bird surveys	Throughout year	Monthly	HW Team	2
	8. Bat box surveys	September	Annually	HW Team	2
	9. Update bird checklist	Monthly	Monthly	HW Team	2
	10. Moth trapping sessions	Throughout year	Ad hoc	HW Team /Volunteer	2/3
	11. Update of notable wildlife sightings	Throughout year	Ad hoc	HW Team	2
	12. Creation of hibernation habitats	November	Annually	HW Team	2

Location	Proposed Annual Work Programme – April 2017 - March 2018	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Heritage	1. Protect the existing heritage features	Throughout year	Ad hoc	HW Team	1 / 3
	2. Maintain heritage interpretation material in the wood	Throughout year	Ad hoc	HW Team	1 / 3
	3. Hold Highgate Wood Community Day annually	September	Ad hoc	HW Team	1 / 3

Location	Proposed Annual Work Programme – April 2017 - March 2018	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Stock Equipment & Machinery	1. All stock machinery and equipment controlled by documentation and check daily	Throughout year	Daily	HW Team	2 / 3 / 4
	2. Service and repairs when necessary	Throughout year	Ad hoc	HW Team	2 / 3 / 4
	3. PPE maintained and inspected (including LOLER testing - biannual)	Throughout year	Biannual	HW Supervisor	2 / 4

Location	Proposed Annual Work Programme – April 2017 - March 2018	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Admin Duties	1. All correct admin documents completed and controlled as specified in corporate directives	Throughout year	Daily	HW Team	1 / 2 / 3 / 4
	2. Control of contractors as per corporate policies	Throughout year	Daily	HW Supervisor	1 / 2 / 3 / 4
	3. Answer email / telephone enquiries	Throughout year	Daily	HW Team	1 / 2 / 3 / 4

Location	Proposed Annual Work Programme – April 2017 - March 2018	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Projects	Sustain and support Roman Kiln Project	March 2017 onwards	Quarterly Meetings	HW Manager / HW Team	1/c

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<b>Committee(s)</b>	<b>Dated:</b>
Queen's Park Joint Consultative Group – For Discussion	9.11.2016
Hampstead Heath, Highgate Wood, Queen's Park Committee – For Decision	21.11.2016
<b>Subject:</b> Queen's Park – Superintendents Update - November 2016	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Decision</b>
<b>Report author:</b> Richard Gentry – Open Spaces Department	

## Summary

This Report provides an update to Members of the Queen's Park Joint Consultative Group in regard to the on-going management and operational activities in Queen's Park since June 2016. The Report gives an update on operational matters including; operational working arrangements, income generation, sustainability, conservation, infrastructure and facilities including the Queen's Park Cafe.

## Recommendation(s)

Members are asked to:

- Note the content of the report.
- Delegate authority to the Superintendent to agree a 13-month catering lease with the existing proprietor of the Queen's Park café in consultation with the City Surveyor and the Comptroller & City Solicitor.
- Instruct the Comptroller and City Solicitor to complete the documentation for the café lease.
- Agree to undertake a public engagement and consultation exercise to inform an options appraisal to guide future decisions on the café lease.
- Give feedback on the proposal from a local resident to create a fenced area to permit dogs to be off lead.
- That the views of the Queen's Park Joint Consultative Group be conveyed to the Hampstead Heath, Highgate Wood and Queen's Park Committee at their meeting on the 21 November 2016.

## **Main Report**

### **Background**

1. A Team Leader has now been recruited at the Golders Hill Park Zoo. This will enable the Queen's Park Animal Keeper and Engagement Assistant, to work with the Team Leader to develop a Vision, Mission and Values statement for the Golders Hill Park Zoo and Queen's Park Farm. The recruitment of a new team leader at the Golders Hill Park Zoo has enabled the commencement of a process which will focus on the future animal collection in the Children's Farm. As a team they will be working cross division at both the zoo in Golders Hill and the farm in Queen's Park.
2. The donation box at the Queen's Park Farm is being reviewed. It is hoped that new donation boxes, that are more visually attractive, will encourage visitors to make regular donations to help support the costs of providing the children's farm.

### **Update on the Queen's Park Café**

3. It was reported at the June Committee Meeting that the Queen's Park café tender was awarded to a local company, Minkies (Surebrooks Limited). Following numerous meetings with Minkies and the City of London, on the 24 October 2016 Minkies wrote to the City of London to confirm that they are withdrawing their bid to run the Café facility at Queen's Park.
4. To secure a smooth transition between the outgoing and incoming tenant the City of London has provided extensive support to Minkies since the lease was awarded in March 2016. Whilst there is learning Officers can apply to future tendering exercises it is disappointing it hasn't been possible for Minkies to run the café in Queen's Park as they remain a popular local company.
5. Consequently, the Superintendent is proposing that a new 13 month lease is provided to Toby Brown until 12<sup>th</sup> January 2018. This is to allow sufficient time for an Independent Consultant to undertake a programme of engagement and consultation with users and non-users of the Queen's Park café, to inform an Options Appraisal to guide future decisions on the café lease.
6. The engagement and consultation will involve:
  - An online questionnaire.
  - Paper copies of the questionnaire with Freepost return envelopes will be made available from the café.
  - Engagement events will be held outside the café on a weekends and during the week. These will be run by the Consultant, with the full support and participation of the existing café leaseholder, and are being used to engage proactively with café users. The event will also allow the current tenant the opportunity to provide bite size samples of the menu.

7. The consultation and engagement process will run from mid-November until the end of December and in January 2017, the Superintendent will present a report to the Queen's Park Joint Consultative Group, setting out the learning from the consultation and the options for café lease beyond January 2018. Once the views from the Consultative Committee have been considered, a further report will be presented to the Management Committee for decision.

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

8. The staff at Queen's Park are being consulted on new working arrangements.

### **Operational Management**

9. Green waste continues to be collected from the park via skips. During the Financial Year 2015 / 2016 the collection of green waste from the park cost £3,212.22. Green waste is collected by the City of London's corporate contractor. Recyclable materials are now collected by Brent Council at commercial rates. For the first 2 quarters of 2016 /2017 the collection of recyclables has cost £270.00.
10. In the first quarter of 2016/2017 there were 20 bookings for the bandstand. A further 23 bookings were taken in the second quarter. These bookings have generated an income of £2,795. An increased fee has been introduced for the supply of tables and chairs.
11. In the current financial year the donation post located in the Children's Farm has received donations amounting to £1,181.93. The style of post will be considered and reviewed as per the comment in paragraph 2.
12. The City Surveyor's Department 20 Year Additional Works Programme has enabled a number of pathways to be resurfaced since the Consultative Group visited the park. The Woodland Walk has been resurfaced and is now fully accessible to wheelchair users. Works have also been completed in the staff yard, with repairs carried out to the concrete slabs that receive heavy vehicle movements throughout the year.
13. The installation of new trim trail equipment in the area that was previously used as a petanque rink has been a popular addition. Users who had previously tied tension bands to trees and park furniture now have a bespoke post to use and benches are no longer used for 'step ups' following the installation of a multi-gym.
14. A number of items of redundant equipment have been removed from the park asset list and have been sent for auction. The Open Spaces Department has made a concerted effort to reduce its assets of fleet, plant and machinery, reducing the requirement for on-going maintenance costs.

## Visitors and Community

15. 'Where is the Nomad' held four outdoor film screenings in the park over the summer. Attendance figures and income receipts were not available at the time of completing this report.
16. The change to the music programme last year, to include a full programme of performances by a local brass band, Regent Community Brass, has proved to be a very popular. These performances continue to be free of charge to our visitors. Children's shows continue to be performed by the Play Area. Again, these events are provided at no cost to our visitors.
17. Family Fun sessions were organised in the park by the RSPB. 28 Sessions were delivered with 1,400 children attending the events over the summer. Positive comments received included; *'This is much more fun than going to the playground'*; *'This is so great, I wish we had this in our park'* Mother of two children who lives in Hammersmith.
18. The Queen's Park Area Residents' Association (QPARA) organised the annual Queen's Park Day event on 18 September with support from the City of London. In excess of 14,400 people attended the event this year.
19. Schools have been invited to assist with the planting of over 3,000 bulbs during October and November 2016. These planting sessions will be led by the park gardener.
20. In the first quarter of 2016/2017, seven requests to film in the park were received. Four requests were granted, and three applications were withdrawn. A further four requests were granted for the second quarter. Filming in the first two quarters has generated an income of £4,440.

## Children's Play Area

21. An Independent Consultant has been appointed to carry out user engagement with users and non-users of the sandpit area in the park. At Queen's Park day an engagement stand was situated outside the play area. In excess of 200 people attended the stand and either left comments, or completed the paper questionnaire (170 filled out).
22. Further engagement events have taken place during the half term week, 24 - 28 October 2016.
23. The Independent Consultant will develop a design for the sandpit area following the feedback from the engagement events. This will include engagement with key stakeholders at a working group meeting to support the development of the final design.
24. From the feedback received at the engagement event, the sandpit is considered a safe place for children to play. The vehicles (train, fire truck) are popular pieces



of equipment with the rocking animals being played with less often. There is a strong desire to have improved access to the toilet facilities. Suggestions for the area of grass which is underused included a mud kitchen, picnic and water play area.

25. Feedback from the public engagement on Queen's Park Day can be found at Appendix 1.

### **Ecology and Environment**

26. Oak Processionary Moth continues to develop as a biosecurity issue for Queen's Park. A number of nests were found and treated by a specialist contractor. The Hampstead Heath Tree Team have also had to respond to Massaria, the London Plane fungal disease, which has affected a number of Queen's Park plane trees.
27. Hedge laying adjacent to the pitch and putt course will continue in February 2017. The park will engage with local schools enabling classes to come along to the park and view how hedges are laid. The environmental benefit of this process can be explained through interpretation.

### **Conservation and Heritage**

28. The Green Flag Award scheme celebrated its 20<sup>th</sup> anniversary this year. Queen's Park is one of only a few sites to have achieved a Green Flag every year since the award started in 1996. The park also received a Green Heritage Award.
29. Queen's Park entered the London in Bloom 'large park' category for the second year and was successful in achieving a Gold Standard award.
30. The Queen's Park Conservation Management Plan (CMP) was introduced in June 2014. The CMP provided and in depth understanding of Queen's Park, its historical development and the different types of heritage that can be found in the park today. The CMP has allowed for the identification of key issues and risk which face the park and its values as well as opportunities to enhance the parks heritage.
31. The CMP sets out overriding objectives under the headings: Heritage, Built Environment and Infrastructure, Natural Environment, Community and Recreation and Managing Information about the Heritage. Essential actions have been set out in an Action Table. Appendix 3 sets out the Action Table with updates and comments.

### **Landscape Management**

32. The Queen's Park Team continue to provide a well maintained green space for the enjoyment and recreation of the local community and wider London. Cyclical maintenance of the formal and recreational areas is carried out by the Team throughout the year. An updated Annual Work Programme can be found at

Appendix 2. This programme sets out the day to day maintenance tasks and forthcoming projects for the park.

33. The Queen's Park Management Plan 2009 – 2014 is currently under review and stakeholders will be consulted with as part of this review. A revised document is planned to be reported to the Queen's Park Joint Consultative Group in June 2017. Between January 2017 – March 2017, engagement and consultation will take place with regard to the Improvement Programme Action Plan years 0 – 5 (2017 – 2021).

### **Sports and Recreation**

34. The introduction of an online tennis booking system has been successful. Users who wish to book a court can now do so online. Queen's Park has over 500 contacts on ClubSpark and since the introduction of ClubSpark in late July 2016, in excess of 1,000 court bookings have been made.
35. Try Tag Rugby used a marked out pitch on the main field in the park, holding 16 sessions between April – August. Staff marked the pitch out for the Tag Rugby.
36. The London Borough of Brent has funding available for the installation of outdoor gyms within the Borough. They have extended this funding to include Queen's Park; they are tendering to include the maintenance of equipment. Having considered comments from the QPJCG, Brent Council has been provided with details of natural trim trail equipment, the costs of which will include the supply and installation of any new equipment. An example of the proposed equipment can be found at Appendix 4.
37. The City of London has been approached by a local resident who has suggested a fenced area be created for dogs to be allowed off the lead. The views of this Committee are sought in regard to the suggestion. Currently, the Queen's Park Byelaws do not permit a dog off a lead.

The options to consider are:

- a) Pursue the suggestion further and carry out wider consultation and engagement with users and non-users. The outcome would be reported back to Committee in June 2017.
  - b) Consider the views of the Consultative Group, noting that there is a nearby space where dogs can be exercised off lead.
  - c) Do not carry out any consultation and retain the status quo in regard to managing dogs on a lead in the park.
38. It is recommended that option b) is the considered option. There is a green space available a few hundred metres from Queen's Park; this space provides an area for dogs to run free off the lead.

## **Corporate & Strategic Implications**

39. This report will help fulfil the City of London Corporation's Corporate Plan 2015-19; to provide valued services, such as education, employment, culture and leisure, to London and the nation. The report also meets the Department's Strategic Goals and Objectives; Protect and conserve the ecology, biodiversity and heritage of our sites, Embed financial sustainability across our activities by delivering identified programmes and projects, Enrich the lives of Londoners by providing high quality and engaging educational and volunteering opportunities, Improve the health and wellbeing of community through access to green space and recreation. The report also contributes to the Departmental values of quality, inclusion, environment, promotion and people.

## **Implications**

40. The operational requirements highlighted in the report will be met from the Queen's Park Local Risk Budget.

41. The Refreshment Pavilion tender was carried out in late 2015, early 2016 and the lease was awarded to a local company, Minkies Deli. A well liked and popular local café / deli in the community, the users of the park will be disappointed that Minkies have made a decision not to continue with the lease. Their withdrawal will delay the ability of the park to have in place a refreshment facility which meets with the needs of the local community.

42. Officers will carry out engagement and consultation with users and non-users of the café. The feedback from the engagement process will provide information for an options appraisal; this will then guide future decisions on the lease at the café and determine the next steps for progressing preferred options.

## **Conclusion**

43. The park team has been successful in achieving the Green Flag award for the 20<sup>th</sup> year and is one of only a handful of green spaces to have achieved this. The park was also successful in achieving and a Gold 'London in Bloom' Award and a Green Heritage Award.

44. Officers will continue to focus their attention on the continuation of providing refreshments in the park whilst we undertake a period of consultation and engagement with the local community.

45. This report demonstrates the continued hard work by the Queen's Park staff and the City of London Corporation in maintaining a good quality Open Space.

## **Appendices**

- Appendix 1 – Queen's Park Sandpit Play Area - Consultation Feedback
- Appendix 2 – Queen's Park Annual Work Programme 2016 /2017
- Appendix 3 – Conservation Management Plan – Action Plan Table – Comments and Update

- Appendix 4 – Proposed Trim Trail Equipment

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# City of London Open Spaces



## CONTACT

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## INTRODUCTION

The City of London identified the sand pit play area in Queen's Park playground for capital investment.

To establish a brief and collate park users' insights and ideas the City of London and Erect Architecture hosted an engagement event during the Queen's Park Day event. The annual event is attended by approximately 14,000 people and presents an excellent opportunity to engage with users.

Our stall was set up outside the playground entrance. We focussed on users with small children, who were asked to complete a questionnaire and share their views of a number of initial design approaches on display.

### Details of consultation

Date and time of consultation:

Sunday, 18.09.16 from 12pm-5.30pm Location: Queen's Park, outside playground

Enablers: Barbara Kaucky, Ashleigh Watkins, Karla Kaucky

Attendance: 200+ people were engaged and either filled out a questionnaire, commented on the display or did both.

## Method

Users were asked to:

- a) Fill in a questionnaire
- b) Share preferences for initial design approaches
- c) Come up with ideas for the underused grass area to the south of the sandpit
- d) Comment on the requirement of additional access points into the sandpit area

Throughout, residents were encouraged to make further comments on the proposals.

The display boards and an example of the questionnaire (including post-it notes and priority stickers) are included in the appendix.

A small sand play area was provided to engage children.



## A) RESPONSES TO QUESTIONNAIRE

170 questionnaires were filled in. Below a summary of the responses.

### Question 1: How often do you visit the sand pit play area:

Every day: 24  
Once a week: 54  
Sometimes: 47  
Rarely: 27  
Never: 17  
Not filled in: 1



## Question 2: On a rating of 1-10 (10 being the highest) How would you rate the quality of the sand pit play area:

1: 3 votes

2: 0 votes

3: 8 votes

4: 5 votes

5: 20 votes

6: 33 votes

7: 44 votes

8: 36 votes

9: 11 votes

10: 9 votes

Not completed: 5 people

## Question 3: What do you like best about the sand pit play area?

Sand: 42

Safe contained space for younger children to play that is easy to monitor: 41

Variety of equipment to suit various ages: 39

Nice, generous and spacious sandpit area: 32

Large provision of sitting areas and the variety of play types: 14

Shade provided by the trees: 11

Fun and allows the children to be creative: 9

Clean and well maintained: 9

Truck and train: 9

Slides: 5

Baby change: 4

## Question 4: What don't you like about the sandpit area?

Poor maintenance. Sand is dirty, litter left in it: 30

Nothing: 25

Play equipment is a worn out: 22

Sand pit not deep enough resulting in the underlay beneath sandpit showing: 19

Messy. Edging does not hold the sand in place: 13

More diversity in play needs to be offered: 13

More seating needed: 7

Covered area over sand so that it doesn't get wet: 6 no easy access to toilets: 5 People Smoking: 4

More play equipment: 3

Nothing to play on if it has rained: 3

It's too busy: 3 poor quality of sand: 3

Sand pit should be covered at night: 3

Gate is not self-closing: 2

Needs to be more integrated with the other playground: 2

No access to clean water to wash and drinking water: 2

No swings for younger children: 2

Nappy Change Area is dirty and ugly: 2

Don't like that all play equipment is located in the sandpit: 2

Edge of sand pit is a trip hazard: 2

Not much on offer for children 3+: 2

ERECT ARCHITECTURE / QUEEN'S PARK SANDPIT CONSULTATION | 6

Not toddler friendly: 1

Not accessible for use by disabled children: 1

Don't know where to put my shoes: 1

Train bell makes no noise: 1

Sand is too dry for sand castles: 1

Vehicles: 1

Bins too attractive to children: 1

Misbehaving children throwing sand: 2

### Question 5: What do you play with the most in the Sand pit play area?

Play Vehicles (Train, bus, truck and fire truck): 55

Sand: 51

Slides: 39

Climbing Frames: 17

House dens: 16

Rocking Animals: 4

### Question 6: Would you like to have easier access to the toilets from the sand pit play area?

Yes: 116

No: 27

No opinion: 16

Not sure: 8

Access to spot to wash your hands: 2

A new separate toilet: 1

### Question 7: Would you like to remove fencing between the sandpits and the rest of the playground?

No: 137

Yes: 17

Not sure: 8

No opinion: 8

### General Information of consulted users:

### Question 8: How old are you and/or your children?

0-4: 130

5-9: 54

10-14: 19

15-19: 4

20-29: 10

30-39: 32

40-49: 19

50-59: 1

60-69: 1 70+: 0

### Question 9: What is your and/or your child's gender?

Male: 95

Female: 125

## Question 10: What is your ethnic origin?

White British: 39

White American: 2

English: 6

British: 21

White European: 10

Asian: 4

Italian: 3

Afro Caribbean: 1

African: 4

Australian: 4

Philippines: 2

Latin American: 1

Norwegian British: 1

Indian: 2

Irish: 4

Caucasian: 2

Mediterranean: 1

Iranian: 1

Egyptian: 1

Turkish: 1

Dutch: 1

Croatian: 1

Middle Eastern: 1

Arab: 1

German: 1

Japanese: 1

Hispanic: 2

Mixed: 7

Question 11: do you consider your child to have a disability:

Yes: 4 No: 149

70 people requested updates.

## B) INITIAL IDEAS: USERS' PREFERENCES

We presented six groups of possible improvements and asked people to vote for their favourite 3:

**Water play, pump, channels:** 113 votes

'Yes please! There's nowhere for the little kids in hot weather. The big kids are crazy/scary in the pool! This water would be great.' 'Don't integrate water and sand. Retain sand pit.'

**Interesting textures, integrated water channels, rocks:** 70 votes

'This is great, but uneven surfaces mean you have to keep a close eye on little ones. Its lovely if they can explore safely on their own.'

**Integrated sand play equipment:** 67 votes

'More sand.'

**Add planting, willow dens:** 58 votes

**New timber play equipment:** 55 votes

**Integrated seating:** 35 votes

## C) IDEAS FOR THE UNDERUSED GRASS AREA

Ideas from residents included: 'Imaginative play: e.g. Mud kitchen', 'Picnic + water play area', 'picnic area, mud kitchen and willow dome'

'Living den area and seating', 'Used for parties, maybe there should be more planting', 'Maybe some imaginary play equipment - like in Mapesbury Del.', 'Items that encourage imaginative play, not just ships and slides', 'Maybe seating area and covered area i.e. canvas awning type thing', 'Treehouses', 'picnic benches'

## D) ADDITIONAL ACCESS POINTS INTO THE SAND PIT AREA AND PREFERRED LOCATION

3no arrows added indicating access to the toilets directly from the sand pit. other comments included:

'put access to the toilets internally.'

'It feels a lot safer with just one gate.'

'Access to toilets would be good. But for safety entrance/ exit only! Don't mind if you change it.'

'Single access to sandpit is essential as lots of under 5s play here and only one exit makes it easier to watch your children (especially if you have more than one).'

'One in and one out and stop the integration of the younger and older children.'

'No additional gate as it adds risk of kids exiting (even though a lot of parents/ kids do not close gates).'

'Single access provides real security and helps people relax. Don't add another gate. Toilet access from the area is important.'

'Easy access to the toilets.'

## SUMMARY OF FINDINGS

### A) Results from questionnaire

The sandpit play area is popular amongst people with young children. 24 users visit every day and 101 once a week or sometimes. In comparison only 34 visit rarely or never.

133 users rated the quality of the sandplay area between 6 and 10 (10 is excellent and 1 is terrible). only 36 users rated it between 1 and 5.

Asked what they liked best most users listed sand (42) and the safety of the enclosed space which makes it easy to monitor small children (41). Immediately behind in popularity were the fact that the sand pit is generous and spacious (32) and the variety of play equipment (39).

Asked what they didn't like the largest group of users commented on maintenance, Too dirty (30). The second most common response to this question was nothing (25).

With regards to the existing play equipment 22 users complained that it is WORN OUT (22) and NOT DIVERSE ENOUGH (13) or generally not enough (3). 19 people complained that the weed suppressing membrane was showing and 13 about the fact that the sand was spilling over the edge.

Asked what they play with most the response was sand (51) & play vehicles (55).

The majority of people would like to be able to directly access the toilets and keep the existing fence and access arrangement in place.

There was great interest in remaining informed of the ongoing design development and 70 users left their email addresses.

## **B) Results from display boards**

113 users were interested in adding WATER PLAY/ PUMPS & CHANNELS to allow children to engage in sand and water play.

Similar numbers of users liked interesting textures / rocks / water channels (70), integrated sand play equipment (67), additional planting and willow dens (58) and new timber play equipment (55).

## **C) Ideas for the underused area**

7 people contributed ideas listing imaginative play, picnic, water play, den area, seating and tree houses.

## **d) Additional access**

11 people commented that they preferred to just have one gate. Some would like to be able to access the toilets directly from the sandplay area.



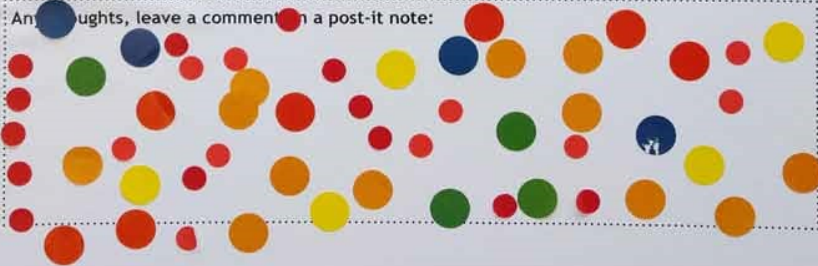
# Queen's Park Sandpit Improvement

Initial Ideas:

New timber play equipment...



Any thoughts, leave a comment on a post-it note:



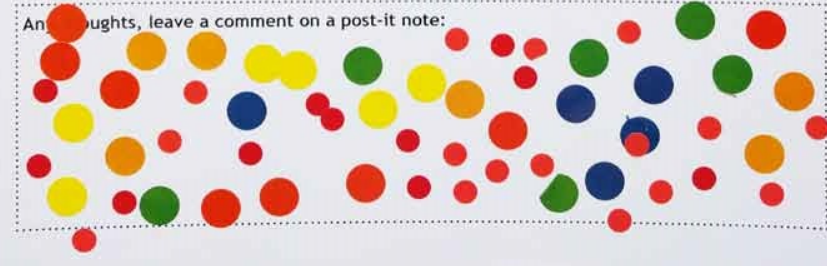
# Queen's Park Sandpit Improvement

Initial Ideas:

Integrated sand play equipment...



Any thoughts, leave a comment on a post-it note:



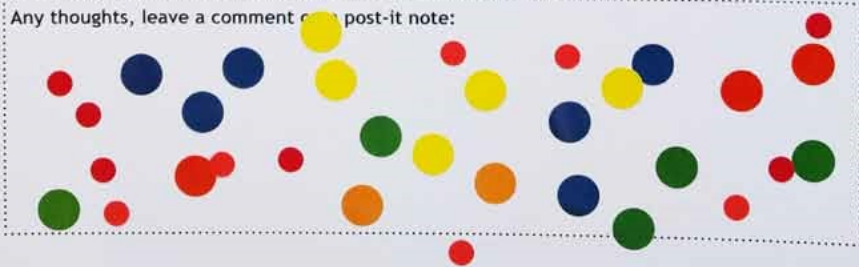
# Queen's Park Sandpit Improvement

## Initial Ideas:

Integrated seating...



Any thoughts, leave a comment or post-it note:



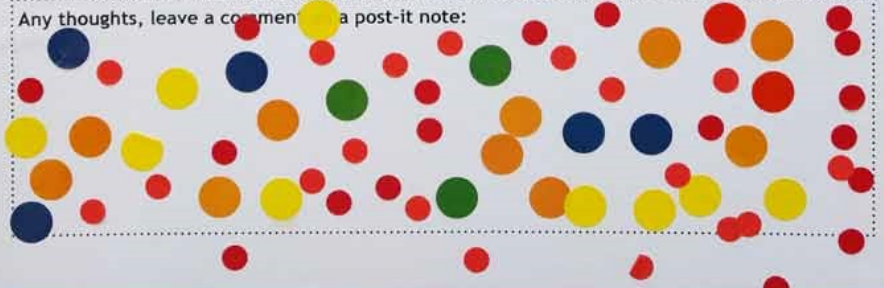
# Queen's Park Sandpit Improvement

## Initial Ideas:

Interesting textures and varied surfaces...



Any thoughts, leave a comment or a post-it note:

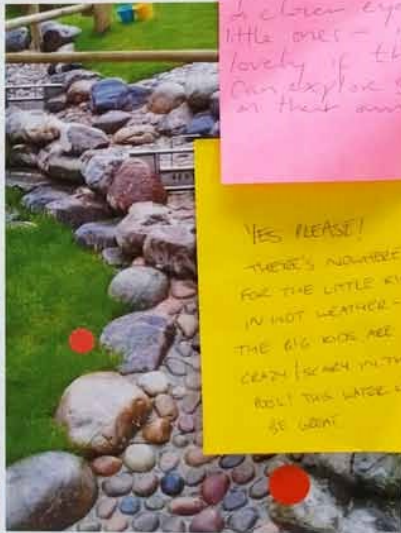


# Queen's Park Sandpit Improvement Initial Ideas:

Waterplay. Pump, channels, puddles...

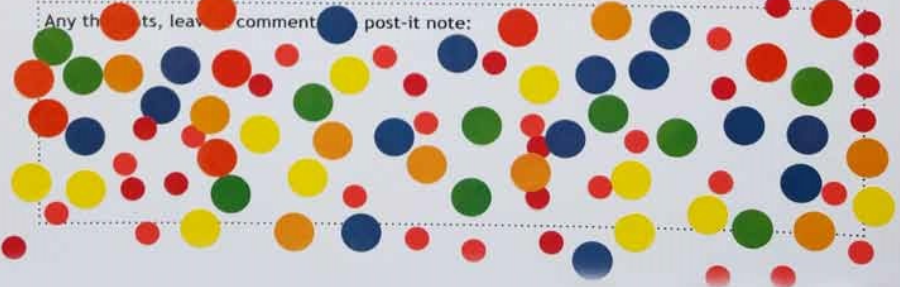


This is great but we can suggest we can get him to help a closer eye - little ones - it's lovely if they can explore safely on their own!



YES PLEASE!  
THERE'S NO WHERE FOR THE LITTLE KIDS IN HOT WEATHER - THE BIG KIDS ARE GREAT (BUT) IN THE HOT THE WATER CAN BE GREAT

Any thoughts, leave a comment on a post-it note:

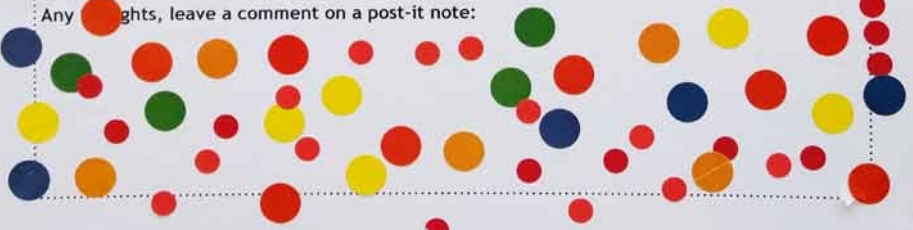


# Queen's Park Sandpit Improvement Initial Ideas:

New planting and live willow dens...



Any thoughts, leave a comment on a post-it note:



# Queen's Park Sandpit Improvement

The area shown green appears to be underused.  
What would you like to see within this area?



Imaginative Play  
e.g. Mud Kitchen

Picnic +  
Water play area

Mud kitchen  
Willow dome  
Picnic area

maybe some  
imaginative play  
equipment - like in  
Maggiesburg Det  
like floor that encourage  
imaginative play  
(not just slides)

Please leave a comment on a post-it note:

Used for  
Parties  
Maybe more  
planting

Crags  
Den area  
+ tables

larger summer area  
+ canopy area  
for canopy summer  
app. table

# Queen's Park Sandpit Improvement

## Access:

Would you like additional gates into the sandpit area?  
 For example near the main park entrance off the corner of Harvist Road or near the toilets. Please mark preferred location on the plan below.



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Location	Details of Proposed Work - 2016/17	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Flower Beds	1. Remove Litter/ Debris	Throughout the year	2 x M	All Staff	2.4 5.33 3.6
	2. Apply Fertiliser	May & October	2 x Y	IW	6.3 5.33 2.10
	3. Apply Farm Yard Manure	October	1 x Y	IW	6.3 5.33 2.10
	4. Dig over/rake beds	May & October	2 x Y	All Staff	6.3 5.33 2.10
	5. Plant spring bulbs	October	1 x Y	IW	5.33 6.3
	6. Plant Summer Bedding	May	1 x Y	IW	5.33 6.3
	7. Hoe/hand weed beds	May to October	2 x M, May – Aug. 1 x M Sept- Nov	All Staff	5.33
	8. Remove Spring Bulbs	May	1 x Y	IW	5.33
	9. Remove Summer Bedding	October	1 x Y	IW	5.33
	10. Leaf Clearance	Oct-Jan	1 x M	All Staff	5.33
	11. Water using sprinkler system	May - Oct	1 x D	IW/DE	5.33
	12. Edge Beds with long handle sheers	May - Oct	1 x W	All Staff	5.33
	13. Clip box hedging	June - Sept	1 x M	IW	5.33
	14. Dead Head Summer Bedding	July	1 x Y	IW	2.4 5.33
	15. Cut back Sustainable Bedding	October	1 x Y	IW	2.4 2.10
All Staff = directed by weekly work plan		IW – Ian Walker De – Dave Eales MG- Mick Guerin LF – Laura Fergie RG – Richard Gentry RL – Richard Lewis			

Location	Details of Proposed Work - 2016/17	Timing of work	Frequency of work	Who is Responsible	Link to Policy
<b>Herbaceous Bedding</b>	1. Remove Litter/ Debris	Throughout the year	1 X D	All Staff	2.4 5.33 3.6
	2. Leaf Clearance	Oct-Jan	1 x M	All Staff	5.33
	3. Apply Farm Yard Manure	March	1 x Y	All Staff	6.3 5.33
	4. Dig over/rake beds	March	1 x Y	All Staff	6.3 5.33
	5. prune /cut back bedding	Feb & Oct	2 x Y	IW	6.3 5.33
	6. Hoe/hand weed beds	May - Sept	1 x M	All Staff	5.33
	7. Stake/tie bedding	April & May	1 x M	IW	5.33

Location	Details of Proposed Work - 2016/17	Timing of work	Frequency of work	Who is Responsible	Link to Policy
<b>Rose Beds</b>	1. Remove Litter/ Debris	Throughout the year	1 X D	All Staff	2.4 5.33 3.6
	2. Leaf Clearance	Oct-Jan	1 x M	All Staff	5.33
	3. Apply Farm Yard Manure	March	1 x Y	All Staff	6.3 5.33
	4. Dig over/rake beds	March	1 x Y	All Staff	6.3 5.33
	5. prune / Dead Head	Feb & Oct	2 x Y	IW	6.3 5.33
	6. Hoe/hand weed beds	May - Sept	1 x M	All Staff	5.33
	7. Stake/tie bedding	April & May	1 x M	IW	5.33



Location	Details of Proposed Work - 2016/17	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Amenity Grass Areas	1. Remove Litter/ Debris	Throughout the year	1 X D	All Staff	2.4 5.33 3.6
	2. Mow Grass	May to Oct	2 x M, May – Aug. 1 x M Sept- Nov	DE/RL/IW	2.4 5.33
	3. Edge grass areas with edging machine	March & Oct	2 x Y	All Staff	2.4 5.33 6.3
	4. Over Seed, Spike & feed	April & Oct	2 x Y	DE	6.3 5.33
	5. Strim Around Trees/Bins/posts	May to Oct	2 x M, May – Aug. 1 x M Sept- Nov	All Staff	6.3 5.33
	6. Circle Young Trees, apply FYM	April & Oct	2 x Y	All Staff	6.3 2.4
	7. Clear Leaves	Oct-Jan	1 x M	All Staff	5.33
	8. Mark out Tag Rugby Pitches x 2	Apr - Aug	1 x W	DE	6.7

Location	Details of Proposed Work - 2016/17	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Pitch & Putt Greens	1. Remove Litter/ Debris	Throughout the year	1 x D	All Staff	2.4 5.33 3.6
	2. Brush Greens	Jan - Dec	1 x D	DE	2.4 5.33
	3. Mow Greens	Mar – Oct	2 x W	DE	2.4 5.33
	4. Apply Spring/Summer Fertiliser	March	1 x Y	DE	6.3 5.33
	5. Apply Winter/Spring Fertiliser	October	1 x Y	DE	6.3 5.33
	6. Apply Herbicide (worms & Leather Jackets)	March & Sept	2 x Y	DE	6.3 5.33
	7. Scarify Greens	Mar – Oct	1 x M	DE	6.3 5.33
	8. Solid Tine Greens	March	1 x Y	DE	6.3 5.33
	9. Hollow Tine Greens	October	1 x Y	DE	6.3 5.33
	10. Top Dress Greens	October	1 x Y	DE	6.3 5.33 6.4
	11. Clear Leaves	Oct-Jan	1 x M	All Staff	5.33
	12. Change Holes	Throughout the year	2 x M	All Staff	5.33
	13. Clean Tee Off Mats	Throughout the year	1 x M	All Staff	2.4 5.33
	14. Mow Bunkers	Mar – Oct	1 x W	All Staff	5.33
	15. Mow Fairways	Mar – Oct	1 x W	All Staff	5.33
	16. Cut long grass areas	September	1 x Y	RL	6.3 5.33
	17. Serve Customers	Daily		All Staff	2.4

Location	Details of Proposed Work - 2016/17	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Playground	1. Playground opened at 7.00am and closed 30 mins before main park	Throughout year	Daily	All Staff	6.3
	2. All playground items inspected daily for defects	Throughout year	Daily	All Staff	6.3 6.25
	3. Playground toilets cleaned daily & regularly inspected	Throughout year	Daily	All Staff	2.4 5.33 3.6
	4. Monthly equipment inspection with a checklist filled out	Throughout year	1 x M	MG	6.3 6.25
	5. Maintenance or repairs to and replacement of equipment when required	Throughout year		MG	3.6 6.3 6.25
	6. Sweeping of surfaces, raking of bark daily	Throughout year	1 X D	All Staff	3.6 6.3
	7. Sandpits Raked weekly	Throughout year	1 x W	All Staff	3.6 6.3
	8. New playbark installed	When required		All Staff	3.6 6.3
	9. Litter bins Emptied daily/ daily litter pick	Throughout year	1 x D	All Staff	5.33
	10. Mowing and strimming of grass areas	April to October	1 x W	All Staff	5.33
	11. Any major refurbishment to playground required	January	1 x Y	RG/MG	6.6
	12. Tree inspections in the playground	Twice yearly	2 x Y	MG/DH	6.3
	13. Clean Benches/tables/Bins	Throughout year	1 x M	All Staff	2.4 5.33 3.6
	14. Annual ROSPA inspection and report	July	1 x Y	MG	6.25

Location	Details of Proposed Work - 2016/17	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Paddling Pool	1. Remove Litter/ Debris	Throughout the year	1 x D	All Staff	2.4 5.33 3.6
	2. Drain/Fill Pool	May - Sept	1 x D	All Staff	6.3
	3. Clean Hoover Pool	May - Sept	1 x D	All Staff	6.3
	4. Clean/Sweep pool Surround	May - Sept	1 x D	All Staff	6.3
	5. Test Chlorine Levels/ Back wash pool	May - Sept	4 x D	All Staff	6.3
	6. Man Pool During opening Times	May - Sept	1 x D	All Staff	6.2
	7. Hose Down Pool Area	May - Sept	1 x D	All Staff	2.4 5.33 3.6
	8. Purchase Chemicals	April	1 x Y	MG	6.3
	9. Commission Pool	April	1 x Y	MG	6.3
	10. Jet Wash Pool Area	April	1 x Y	MG	2.4 5.33 3.6
	11. De-Commission Pool	October	1 x Y	MG	6.3
	12. Cover Pool Over	October	1 x Y	All Staff	2.4 5.33 3.6
	13. Remove Pool Cover	April	1 x Y	All Staff	6.3

Location	Details of Proposed Work - 2016/17	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Woodland	1. Remove Litter/ Debris	Throughout the year	1 x D	All Staff	2.4 5.33 3.6
	2. Cut/ Lay Hedgerow	February	1 x Y	IW/RL	2.10
	3. Maintain/Sweep Pathway	Throughout the year	1 x M	All Staff	2.4 5.33 3.6
	4. Cut Back foliage from pathways	May-Sept	1 x M	All Staff	2.4 5.33 3.6
	5. Close off to public during high winds	As and when required		All Staff	6.2
	6. Hoe/Strim Fence line	May-Sept	1 x M	All Staff	5.33
	7. Plant bulbs	October	1 x Y	IW	5.33 6.3
	8. Maintain/ Repair Gates & Fence	January	1 x Y	MG	6.25
	9. Cut Back Hedge on Chevening Road	September	1 x Y	All Staff	5.33

Location	Details of Proposed Work - 2016/17	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Formal Gardens	1. Remove Litter/ Debris	Throughout the year	1 x D	All Staff	2.4 5.33 3.6
	2. Mow Lawns	Mar – Oct	2 x W	DE	5.33
	3. Apply Spring/Summer Fertiliser	March	1 x Y	DE	6.3 5.33
	4. Apply Winter/Spring Fertiliser	October	1 x Y	DE	6.3 5.33
	5. Apply Herbicide (worms & Leather Jackets)	March & Sept	2 x Y	DE	6.3 5.33
	6. Scarify Lawns	Mar – Oct	1 x Qrt		5.33
	7. Solid Tine Lawns	March	1 x Y	DE	5.33
	8. Hollow Tine Lawns	October	1 x Y	DE	5.33
	9. Top Dress Lawns	October	1 x Y	DE	6.3 5.33 6.4
	10. Clear Leaves	Oct-Jan	1 x M	All Staff	5.33
	11. Clean Lytch Gate	Throughout the year	1 x W	All Staff	2.4 5.33 3.6
	12. Hoe/Weed Pathways	Mar – Oct	1 x M	All Staff	5.33
	13. Cut Back/Shape Yew Trees	Mar, May & Sep	3 x Y	IW	6.3 5.33
	14. Cut Back Privet Hedge	Mar, May, Aug	3 x Y	IW	6.3 5.33
	15. Cut Back Long Grass Area	October	1 x Y	All Staff	6.3 5.33
	16. Cut Back Hawthorne Hedge	Mar, May & Sep	3 x Y	IW	6.3 5.33

Location	Details of Proposed Work - 2016/17	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Farm	1. Remove Litter/ Debris	Throughout the year	1 x D	All Staff	2.4 5.33 3.6
	2. Litter bins emptied twice weekly	Throughout the year	2 x W	All Staff	2.4 5.33 3.6
	3. Blow/Sweep Paths	Throughout the year	1 x D	All Staff	2.4 5.33 3.6
	4. Let Animals Out	Throughout the year	1 x D	All Staff	6.3
	5. Put Animals Away	Throughout the year	1 x D	All Staff	6.3
	6. Clean Animal Enclosures	Throughout the year	1 x D	All Staff	6.3
	7. Cut Grass	Mar - Oct	1 x W	All Staff	5.33
	8. Cut Hedges	September	1 x Y	All Staff	6.3 5.33
	9. Replenish Food & Water	Throughout the year	1 x D	All Staff	6.3
	10. Clean Food/Bedding Stores	Throughout the year	1 x M	All Staff	5.33 3.6
	11. Order food & Bedding	Throughout the year	1 x M	LF/MG	6.3
	12. Ethics Vet Visits	March & October	2 x Y	MG/LF	6.3 6.2
	13. Clean Pond Filters	Throughout the year	1 x M	All Staff	2.4 5.33 3.6
	14. Re-lay Grass Areas	March	1 x Y	MG	5.33

Location	Details of Proposed Work - 2016/17	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Tennis Courts	1. Remove Litter/ Debris	Throughout the year	1 x D	All Staff	2.4 5.33 3.6
	2. Litter bins emptied twice weekly	Throughout the year	2 x W	All Staff	2.4 5.33 3.6
	3. Clear Leaves	Oct - Jan	1 x W	All Staff	5.33
	4. Sweep/Blow Courts	Throughout the year	1 x M	All Staff	2.4 5.33 3.6
	5. Check Nets, height & wear & tear	Throughout the year	1 x M	All Staff	6.3 6.25
	6. Serve Customers	Throughout the year	1 x D	All Staff	2.4
	7. Cut Hedges	September	1 x Y	All Staff	6.3 5.33
	8. Hoe & Weed Under Hedges	Mar - Oct	1 x M	All Staff	5.33
	9. Check Fencing & Gates	Throughout the year	1 x M	All Staff	6.3 6.25
	10. Jet Wash Treat Courts	March	1 x Y	All Staff	2.4 5.33 3.6
	11. Clean Public Huts	Throughout the year	1 x W	All Staff	2.4 5.33 3.6
	12. Clean Tennis Hut	Throughout the year	1 x W	All Staff	2.4 5.33 3.6



Location	Details of Proposed Work - 2016/17	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Public Toilets x 4	1. Repairs/maintenance	Throughout the year	1 x M	All Staff	6.3 6.25
	2. Clean Sinks, toilets, floors	Throughout the year	3-4 x D	All Staff	2.4 5.33 3.6
	3. Check toilet paper & refill	Throughout the year	3 x D	All Staff	2.4 5.33 3.6
	4. Check Soap & refill	Throughout the year	1 x D	All Staff	2.4 5.33 3.6
	5. Clean middle block	Throughout the year	1 x W	All Staff	2.4 5.33 3.6
	6. Clean storage cupboard (café)	Throughout the year	1 x W	All Staff	5.33 3.6
	7. Open/Close	Throughout the year	1 x D	All Staff	6.3
	8. Deep Clean	March	1 x Y	All Staff	2.4 5.33 3.6
	9. Check lights/hand driers	Throughout the year	1 x D	All Staff	6.3 6.25

Location	Details of Proposed Work - 2016/17	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Wildlife	1. Encourage biodiversity with hedge laying creating habitats	February	1 x Y	RL/IW	2.4 2.10
	2. Promote the use of Queen's Park for wildlife education with RSPB	May-Aug	28 x D	MG	2.4 2.10 5.33
	3. Control eradicate knotweed, convolvulus etc.	Throughout year		MG/IW	5.33
	4. Report sightings of OPM	Throughout year		All Staff	5.33
	5. Allow perimeter of park and Pitch & Putt Fairways to grow naturally	Throughout year		MG	6.3
	6. Cut hedges after bird nesting season	September	1 x Y	All Staff	2.10
	7. Allow tree logs to decay naturally on woodland walk	Throughout year		All Staff	2.10
	8. Maintain sustainable planting to encourage wild life	Throughout year		IW/MG	2.10
	9. Maintain log piles on woodland	Throughout year		All Staff	2.10

Location	Details of Proposed Work - 2016/17	Timing of work	Frequency of work	Who is Responsible	Link to Policy
General Body of the park	1. Remove Litter/ Debris	Throughout the year	1 x D	All Staff	2.4 5.33 3.6
	2. Empty Litter Bins	Throughout the year	1 x D	All Staff	2.4 5.33 3.6
	3. Litter Pick	Throughout the year	1 x D	All Staff	2.4 5.33 3.6
	4. Wash Down Litter & Doggy Bins	Throughout the year	2 x M	All Staff	2.4 5.33 3.6
	5. Empty Doggy Bins	Throughout the year	2 x W	All Staff	2.4 5.33 3.6
	6. Empty recycling bins	Throughout the year	1 x W	All Staff	2.4 5.33 3.6
	7. Inspect/repair fences/gates/walls	Throughout the year	1 x W	All Staff	3.6 6.3 6.25
	8. Inspect/repair signage	Throughout the year	1 x W	All Staff	3.6 6.3 6.25
	9. Clean/Repair benches	Nov -Jan	1 x W	All Staff	3.6 6.3 6.25
	10. Clean/weed Gullies	Mar – Sept	1 x M	All Staff	2.4 5.33 3.6
	11. Inspect/ Clean/Repair trim trail	Throughout the year	1 x M	All Staff	3.6 6.3 6.25
	12. Erect Hanging Baskets	May	1 x Y	All Staff	5.33 6.3
	13. Water Hanging Baskets & tubs	May - Oct	1 x D	All Staff	5.33 6.3

Location	Details of Proposed Work - 2016/17	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Staff Yard & Park Buildings	1. Remove Litter/ Debris	Throughout the year	1 x D	All Staff	2.4 5.33 3.6
	2. Clean Bothy including toilets, changing room and farm office	Throughout the year	1 x D	All Staff	2.4 5.33 3.6
	3. Remove weeds/leaves/straw	Throughout the year	1 x M	All Staff	2.4 5.33 3.6
	4. Monthly H&S Checks	Throughout the year	1 x M	MG	6.3 6.25
	5. First Aid Boxes Checked	Throughout the year	1 x M	MG	6.3 6.25
	6. Barn swept & tidied	Throughout the year	1 x M	All Staff	2.4 5.33 3.6
	7. Staff Yard swept/blown	Throughout the year	1 x M	All Staff	2.4 5.33 3.6
	8. Work Shop Swept/Tidied	Throughout the year	1 x M	All Staff	2.4 5.33 3.6
	9. Sweep around Compactor	Throughout the year	1 x D	All Staff	2.4 5.33 3.6
	10. Open metal Gates	Throughout the year	1 x D	All Staff	6.3
	11. Close metal gates 15 minutes before park	Throughout the year	1 x D	All Staff	6.3

Location	Details of Proposed Work - 2016/17	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Stock Equipment & Machinery	1. All stock machinery and equipment controlled by documentation and check daily	Throughout year		MG	6.3 6.25
	2. Service and repairs when necessary	Throughout year		MG	6.3 6.25
	3. PPE maintained and inspected (including LOLER testing - biannual)	Throughout year		MG	6.3 6.25

Location	Details of Proposed Work - 2016/17	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Admin Duties	1. All correct admin documents completed and controlled as specified in corporate directives	Throughout year	Daily	MG	
	2. Control of contractors as per corporate policies	Throughout year	Daily	MG	
	3. Answer email / telephone enquiries	Throughout year	Daily	MG	
	4. Prepare paperwork for green flag/Heritage judging	June	1 x Y	MG	
	5. Prepare paperwork for London in Bloom Judging	July	1 x Y	MG	
	6. Report Faults to PSD	Throughout year	Daily	MG	
	7. Raise Orders	Throughout year	Daily	MG	
	8. Collate Money	Throughout year	Weekly	MG	
	9. Weekly Timesheets	Throughout year	1 x W	MG	
	10. Absence Management	Throughout year	Daily	MG	
	11. Book Bandstand Parties	Throughout year	Daily	MG	
	12. Stock Checks – petrol/diesel/consumables	Throughout year	Monthly	MG	

Location	Details of Proposed Work - 2016/17	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Projects	1. Sandpit Area Refurbishment	Dec - Mar 2017	In Progress	Park Supervisor	WM4, B1
	2. Refurbishment of Tennis Courts	Jan – Mar 2017		Surveyors Dept.	
	3. Develop Volunteer Group	Jan – Mar 2017	In progress	Park Supervisor	CH2
	4. Review Signage	January 2017 – June 2017		Park Supervisor	WP1
	5. Undertake Review of Children's Farm	April 2017 – Mar 2018		Zoo Team Leader	WM5
	6. Feasibility of Education Hub	April 2017 – March 2018		Park Supervisor	M2
	7. Increase Outreach to Schools	April 2017		Head of Learning	C3

Location	Details of Proposed Work - 2016/17	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Miscellaneous	1. Set up/take down children's shows	Aug-Sept	2 x W	All Staff	6.7 2.4
	2. Set up Bands	June - Aug	1 x W	All Staff	6.7 2.4
	3. Set up children's parties	Mar - Oct		All Staff	6.7 2.4
	4. Queens Park Day	September	1 x Y	All Staff	6.7 2.4
	5. Queen's Park Day Preparation	August	1 x Y	MG/RG	6.7 2.4
	6. Winter Wonderland	December	1 x Y	MG/RG	6.7 2.4
	7. Collect Christmas Trees for recycling	January	2 x D	All Staff	6.43
	8. Remove Café Rubbish	Throughout year	1 x D	All Staff	2.4 5.33 3.6



Appendix 3. Queen's Park – Conservation Management Plan – Action Plan Table – Comments and Update

Overriding Objective	Essential Actions	Priority	Timescale	Responsibility for Delivery	Indicative Costs	Comments / Update
1. Conserve and enhance the park's historical values	1a. Adopt the Conservation Management Plan and refer to the Statement of Significance in the future decision making about the site.	High	On-going	SUP; QPM	n/a	Completed and signed off by Committee in
	1b: Conserve the heritage of the site by continuing to provide a high standard of maintenance and management.	High	On-going	QPM and all site based staff	See Maintenance and Management Plan	Annual Work Programme used to support on-going maintenance.
	1c: Provide adequate training to staff on managing and maintaining the heritage.	High	On-going	QPM	Covered within existing resources	Achieved, training delivered through PDR process.
	1d: Use appropriate methods and materials during the restoration and on-going maintenance of the site, including its buildings and structures.	High	On-going	QPM	Covered within existing resources	Achieved with support of the City Surveyors Dept.
	1e: Establish links with external heritage organisations.	Medium	Medium	QPM; QPS	Covered within existing budgets	Not completed.
	1f: Engage the local community in the site's heritage.	High	Short	QPM	To be costed as part of an Activity Plan	Not Completed, Historical Document is available
	1g: Continue to engage the local community in the management of the park and decisions about future developments.	High	On-going	QPM; QPS	Covered within existing budgets	Achieved and on-going through regular liaison meetings and attendance at QPARA meetings
	1h: Maintain an appropriate level of capital and revenue funding and resources for the management and maintenance of the site and explore possible new future funding sources.	High	On-going	SUP; QPM	Covered within existing resources	Achieved, demonstrated through budget. On-going is consideration for funding e.g. LTA
	1i: Interpret the site's heritage and history widely using a range	High	Short	QPM	To be costed as part of an Interpretation	Not achieved.

Appendix 3. Queen's Park – Conservation Management Plan – Action Plan Table – Comments and Update

Overriding Objective	Essential Actions	Priority	Timescale	Responsibility for Delivery	Indicative Costs	Comments / Update
	of media.				Strategy/Plan (£5-10K to commission a specialist)	
	1j: Explore opportunities for including the park and the Lych Gate on local heritage lists.	Medium	Medium	QPM	n/a	Not achieved.
	1k: Introduce new planting in the triangular beds/grass areas which reflects historic planting.	High	Short	QPM; QPS	Medium (could be reduced if plant material sourced from CoLC)	Not achieved.
	1l: Conserve the historical value of the park and the surrounding area by opposing unsuitable development proposals (cross-reference with essential action 3d).	High	On-going	QPM	n/a	On-going through liaison with local user groups.
2: Ensure good understanding of the park's significance through a systematic approach to managing information and high quality interpretation	2a: Provide informative training on the park's history and values and the aims and objective of the CMP to staff and key stakeholders.	High	Short	QPM	Covered within existing budgets	On-going, historical document is available.
	2b: Collate all information about the park in a centrally stored, electronically accessible location and ensure it is kept updated with the most recent information.	High	Short	QPM; QPS	Covered within existing budgets	On-going.
	2c: Develop an interpretation strategy for the park (cross – reference with essential action 1i).	High	Short	QPM	See Essential action 1i	Not achieved.
	2d: Improve orientation and signage/wayfinding to the park's key features.	Medium	Medium	QPM	Low	On-going, review of signage in new identity to take place in 2017 / 2018
	2e: Develop a programme of	Medium	Short	QPM; QPS	To be costed as part	Achieved and on-

Appendix 3. Queen's Park – Conservation Management Plan – Action Plan Table – Comments and Update

Overriding Objective	Essential Actions	Priority	Timescale	Responsibility for Delivery	Indicative Costs	Comments / Update
	informal learning events and activities.				of an Activity Plan	going, e.g. working in partnership with the RSPB and development of the OSD Learning team.
	2f: Develop and promote a programme of formal educational activities and resources for schools.	High	Short	QPM; QPS	To be costed as part of an Activity Plan	Progressing as part of wider OSD Learning Team programme
3: Conserve and enhance the park's built environment and infrastructure, ensuring it is fit for purpose, in good condition and in keeping with the character of the site	3a: Improve the condition of the park's structures and buildings.	High	Short	QPM; QPS	Covered within existing budgets	On-going through the City Surveyor's Dept. AWP.
	3b: Improve the condition of the park's path network, furniture and boundary treatments.	High-Medium	Short-Medium	QPM; QPS	Covered within existing budgets	On-going through the City Surveyor's Dept. AWP and local risk budget.
	3c: Continue to maintain the buildings and infrastructure to a high standard.	High	Ongoing	QPM; all site based staff	Covered within existing budgets	On-going through the City Surveyor's Dept. AWP.
	3d: Support the protection of the character of the built environment surrounding the site by responding appropriately to planning applications/proposals (cross-reference with essential action 1)).	High	On-going	QPM	n/a	On-going through liaison with stakeholders, e.g. QPARA.
	3e: Review all buildings' waste management.	High	Short	QPM	Covered within existing budgets	Under review.
	3f: Re-introduce a drinking fountain.	Medium	Medium	QPM	Medium	Not Achieved. Fountains are available in the play area and outside the café.
4: Conserve	4a: Ensure future management and maintenance of the site is	High	On-going	QPM; CoLC ecologist	Covered within existing budgets	Park Management Plan is to be

Appendix 3. Queen's Park – Conservation Management Plan – Action Plan Table – Comments and Update

Overriding Objective	Essential Actions	Priority	Timescale	Responsibility for Delivery	Indicative Costs	Comments / Update
and enhance the natural environment of the site	guided by an integrated landscape, built heritage and ecological management plan supported by a detailed maintenance and monitoring programme.					reviewed. Annual Work Programme to be reviewed at regular intervals and feed in to staff PDR.
	4b: Carry out targeted species data surveys and closely monitor the condition of the natural environment (identifying any new opportunities to enhance its value).	High	Short/on-going	QPM; CoLC ecologist	Covered within existing budgets/covered through volunteering activities	Not completed.
	4c: Where appropriate, enhance the ecological value of the site through management of existent habitats (e.g. grass cutting regime).	High	Short/on-going	QPM; CoLC ecologist	Covered within existing budgets	Not completed.
	4d: Provide training to staff, managing the natural environment, as and when necessary.	High	On-going	QPM; CoLC ecologist	See Maintenance and Management Plan	On-going, staff receive support, feedback from colleagues, e.g. hedge-laying.
	4e: Seek advice and assistance from specialists, as and when appropriate.	High	On-going	QPM	Covered within existing budgets	Achieved, e.g. the introduction of OPM I the park and expert advice sought.
	4f: Strengthen links with the University of Sheffield and wildlife groups.	Medium	Medium	QPM; CoLC ecologist	Covered within existing budgets	Not achieved.
	4g: Conserve and enhance woodland habitats.	High	Short	QPM and site based staff	Low	On-going through AWP.
	4h: Conserve and enhance grassland habitats.	High	Short	QPM and site based staff	Low	On-going through AWP.
	4i: Conserve and enhance the wildflower bunds.	Medium	Medium	QPM and site based staff	Low	On-going through AWP.
	4j: Conserve and enhance	High	Short	QPM and site	Low-Medium	On-going through

Appendix 3. Queen's Park – Conservation Management Plan – Action Plan Table – Comments and Update

Overriding Objective	Essential Actions	Priority	Timescale	Responsibility for Delivery	Indicative Costs	Comments / Update
	hedgerow habitats.			based staff		AWP.
	4k: Erect new bird and bat boxes throughout the site.	High	Short	QPM and site based staff	Low	Not achieved.
	4l: Develop a tree strategy.	High	Short	QPM; CoLC arboriculturalist	Covered within existing budgets	Not achieved.
	4m: Seek to contribute to the achievement of the London and London Borough of Brent's Biodiversity Action Plans.	High	On-going	QPM; CoLC Ecologist	Covered within existing budgets	Not achieved.
	4n: Encourage community involvement in the site's natural offer.	High	Short	QPM	Covered within existing budgets (costs associated with volunteering activities to be costed as part of an Activity Plan)	In progress as we develop a volunteer programme and carry out user engagement.
	4o: Undertake systematic monitoring of all elements of the natural environment.	High	On-going	QPM	Covered within existing budgets	Not achieved
	4p: Investigate potential funding sources to support environmental enhancement.	High	On-going	QPM; CoLC Ecologist	Covered within existing budgets	Not achieved.
5: Conserve and enhance the site's community and recreational values, providing facilities and activities which meet visitor needs, whilst conserving the	5a: Develop an Activity Plan.	High	Medium	QPM	Develop by CoLC or £7-10K to commission a specialist	Not achieved although the introduction of the OSD Learning team will assist with development of an Activity Plan.
	5b: Encourage users to participate more fully in the park.	Medium	Medium	QPM	To be costed as part of an Activity Plan	Currently social media and other methods of engagement are used to engage with users and non-users.
	5c: Enhance the programme of	Medium	Medium	QPM	To be costed as part	A programme of

Appendix 3. Queen's Park – Conservation Management Plan – Action Plan Table – Comments and Update

Overriding Objective	Essential Actions	Priority	Timescale	Responsibility for Delivery	Indicative Costs	Comments / Update
site's other values.	events and activities for all users.				of an Activity Plan	events takes place throughout the year.
	5d: Develop stronger links with local schools and explore opportunities to enhance the educational offer at the site.	High	Short	QPM	To be costed as part of an Activity Plan	In progress via stakeholder engagement, e.g. introduction of new members through QPJCG
	5e: Develop links with local organisations and community groups.	Medium	Medium	QPM	Covered within existing budgets	On-going.
	5f: Continue to provide high quality visitor facilities.	High	On-going	QPM	Variable depending on project	Winner of Green Flag Award and London in Bloom Gold Standard.
	5g: Ensure inclusive physical and intellectual access.	High	On-going	QPM	Covered within existing budgets/to be costed as part of an interpretation strategy	Considered when works are carried out.
	5h: Carry out regular visitor surveys and access audit to monitor visitor satisfaction and accessibility.	High	On-going	QPM	Surveys could be carried out by CoLC staff/volunteers or specialist commissioned	Achieved and on-going
	5i: Provide clear entrance signs and orientation panels at all entrances to the park and improve directional signage and information signage as required in the park.	High	Short	QPM	Medium	In progress.
	5j: Identify possible sources of funding for improvements to community and recreational values associate with the park.	High	On-going	QPM	Covered within existing budgets	In progress.



### FT929 - 2 Bay Platform Sit Ups

Exercise platform designed for sit-ups, but can also be used for press ups, step ups etc.

 **Dimensions:** Height: 0.5m, Length: 2.3m, Width: 2.3m

 **Available in:** Round Log or Radiata Pine

 **More info:** [2 Bay Platform Sit Ups layout drawing](#) (PDF)



### FT906 - Chin Ups

2 uprights with an angled crossbar rebated to jump, stretch and touch highest places possible.

 **Dimensions:** Height: 1.75m - 2.85m, Length: 4.0m, Width: 0.2m

 **Available in:** Round Log or Radiata Pine

 **More info:** [Chin Ups layout drawing](#) (PDF)



### FT912 - Parallel Bars

Two steel bars supported on timber posts.

 **Dimensions:** Height: 1.2m, Length: 1.95m, Width: 0.72m


 **Available in:** Round Log or Radiata Pine

 **More info:** [Parallel Bars layout drawing](#) (PDF)



### FT925 - Inclined Multi Exercise Bench

Simple inclined bench designed for a number of different exercises, such as star jumps, step ups, press ups, sit ups etc. Our 'Indicator Plates' can show users what to do.

 **Dimensions:** Height: 0.2m - 0.5m, Length: 3m, Width: 0.3m

 **Available in:** Round Log or Radiata Pine

 **More info:** [Inclined Multi Exercise Bench layout drawing](#) (PDF)

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<b>Committee(s)</b>	<b>Dated:</b>
Queen's Park Joint Consultative Group – For Discussion	9 November 2016
Hampstead Heath, Highgate Wood, Queen's Park Committee – For Decision	21 November 2016
<b>Subject:</b> Queen's Park – Outcome of Events Survey 2016	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Decision</b>
<b>Report author:</b> Richard Gentry – Open Spaces Department	

## Summary

This report provides an update to Members of the Queen's Park Joint Consultative Group (QPJCG) regarding the online survey that was carried out between May 2016 - September 2016. The report provides information on the current types of events held in the park, survey feedback and resource implications, e.g. staffing costs, income generation. The survey canvassed the views and opinions of Queen's Park users and non-users on current and future events in the Park.

## Recommendation(s)

Members are asked to:

- Note the content of the report.
- Discuss the results and feedback from the survey and consider the implications for future events in Queen's Park and provide feedback to the Hampstead Heath, Highgate Wood and Queen's Park Committee.

## Main Report

### Background

1. At the Hampstead Heath, Highgate Wood and Queen's Park Committee on 23 November 2015 it was RESOLVED – That the proposal to introduce Zippos Circus to Queen's Park be deferred for one year whilst Officers carry out further consultation with local residents and user groups regarding the provision of income-generating events at Queen's Park. An income target had been set to achieve an additional £5K from events in the park for the financial year of 2016/2017. A survey was developed in order to collate information about the attitudes towards events and organised activities at Queen's Park.

2. Queen's Park already has a number of events which take place throughout the year. These include bands performing on the bandstand, children's entertainers and outdoor cinema screenings. Queen's Park Day has been a growing attraction for a number of years. It was first held 30+ years ago, and now receives over 14,000 visits on the day. In the past, the park has also hosted a number of Book Festivals and continues to support events in the park as part of the bi-annual Queen's Park Open Garden and Studio Festival.
3. There is a desire from green space visitors to attend outdoor events. Although only a small percentage of our visitors have completed the survey, it is apparent that they value the green space and the benefits that a wider, well managed event programmes can provide the local community. Consideration needs to be given to an appropriate balance when considering events in the park, e.g. their location and the potential impact that these events may have on users and the environment. Particularly careful consideration is required as to the City's duty to preserve the natural aspect of the park.
4. Events in the Park encourage visitors to make use of the Park for alternative activities and may encourage those attending to get involved in other activities or make use of the Park's facilities, e.g. the café, sports and recreation or play facilities.
5. An online survey was developed and made available to users and non-users in May 2016. The survey link was communicated via the Queen's Park website and via social media. The Park Manager attended Queen's Park Area Residents' Association (QPARA) meetings and informed the group of the survey and how it could be completed online and explained the purpose of the survey was.

## **Survey**

6. The survey was designed to seek the thoughts and opinions of the Parks users and non-users on a range of events which; are either currently part of the event programme; or under consideration to be added to the event programme in the future.
7. The survey was available from mid May 2016 until late September 2016. There was an opportunity for paper copies to be completed at Queen's Park Day, 18 September 2016.
8. The survey posed a range of questions, including the following questions about the person completing the survey:
  - My postcode (free text)
  - How often I come to Queen's Park (every day, at least once a week, at least once and a month, less than once a month)
  - I use this park because (I live nearby, I work nearby, I shop nearby, I study nearby, I come for events and activities, I am happy to travel from further afield)
  - How I get to the park (walk, cycle, car, bus, train, other)

- How long my journey takes (0-5, 6-10, 11-15, 16-20, 21-25, more than 25 minutes)
  - How long I usually spend in the park (up to 30 mins, 30 mins to 1 hour, 1 hour to 2 hours, more than 2 hours)
9. The survey also asked respondents to indicate '*Events and Activities I would like to enjoy in the Park might be*' with over twenty options for types of events and activities listed. There was also an opportunity for free text to be added.
10. The events listed were:
- Outdoor activities for younger children and families
  - Larger annual events - e.g. fireworks display
  - Activities for teenagers
  - Sports coaching and competitions
  - Smaller, more regular music events - e.g. bandstand performances
  - Arts events
  - Activities and events that celebrate nature and wildlife
  - Practical conservation and gardening sessions
  - Things to do any time - e.g. trails and activity packs
  - Opportunities to volunteer and get involved
  - 'Healthy living' events and activities
  - Food and drink events
  - Events inspired by the heritage of the Park
  - Horticultural shows
  - Gentle exercise events – walks, etc.
  - After-school clubs
  - Weekend activities for children
  - Holiday activities for children
  - Indoor activities in poor weather
  - Outdoor cinema
  - Community celebrations and festivals
  - Calendar events (e.g. Easter, Eid, Christmas, Diwali etc.)
  - Educational events and learning opportunities
  - Special winter events (e.g. skating etc.)
11. Those completing the survey were asked how they would like to be kept informed in the future and if they would like to volunteer in Queen's Park. There were also optional questions about ethnic group, age and gender.

### **Survey Feedback**

12. The survey was completed by 87 people. 45 people wanted to be kept in touch with future park activities with 14 of those interested in volunteering opportunities.
13. A significant number of respondents indicated that they visit the park for events and activities (43 percent). The majority of those completing the survey, 70 percent would enjoy larger annual events, e.g. fireworks display, closely followed

by outdoor activities for younger children and families with a response rate of 66 percent. The survey results indicated less interest in activities for teenagers, however this is likely due to low participation by younger age groups. Horticultural shows and educational events and learning also scored lower than other events.

14. The survey included a category for 'other' events and a free text field for suggestions for events and activities not listed. Of the eight survey responses that selected 'other', none referred to a circus being a considered event in Queen's Park. Zippos Circus continues to use Brent Cross and Hampstead Heath for circus events in the autumn.
15. The survey allowed those completing it to enter free text, there is no mention of a circus being a considered event in Queen's Park. Zippos continue to use Brent Cross and Hampstead Heath for circus events in the autumn.
16. A full breakdown of the results from the survey is shown at Appendix 1.

### **Visitors and Community**

17. Events in 2016 have included the following:

- Where is the Nomad (four outdoor screenings were held in the park over the summer)
- Regent Community brass band
- Children's shows (performed by the Play Area)
- Family Fun sessions (organised by the RSPB. 28 Sessions were delivered with 1,400 children attending)

18. The Nomad Cinema events are licensed by the City of London and the income from these events offsets the costs for the Bandstand performance and the children's entertainment.

19. The City of London provides Bandstand performances and children's entertainment in the park at no cost to the public.

20. Brent Council have recently announced a change of venue for their annual fireworks display. Previously this has taken place in Roundwood Park, it has now moved to the north of the Borough to Wembley Park.

### **Corporate & Strategic Implications**

21. Events in Queen's Park will help fulfil the City of London Corporation's Corporate Plan 2015-19; to provide valued services, such as education, employment, culture and leisure, to London and the nation. A programme of events in Queen's Park also meets the Department's Strategic Goals and Objectives; Protect and conserve the ecology, biodiversity and heritage of our sites, Embed financial sustainability across our activities by delivering identified programmes and projects, Enrich the lives of Londoners by providing high quality and engaging educational and volunteering opportunities, Improve the health and wellbeing of

community through access to green space and recreation. The approach to managing events also contributes to the Departmental values of quality, inclusion, environment, promotion and people.

22. The City of London Corporation (Open Spaces) Bill, which is currently before Parliament, will (if passed) provide an express power to hold events. One requirement of the Bill is the development of an Events Policy, including site-specific provision, in consultation with local groups. The survey may assist with the development of this Policy so far as it applies to the park.

### **Implications**

23. Any operational requirements highlighted in the report will be met from the Queen's Park Local Risk Budget. The City of London provides resource for some of the community focussed events in the park. These events have implications on the staffing budget, e.g. overtime or casual staffing costs. Staff are also required to provide support from across the Division, e.g. supply of mobile toilets.
24. Consideration of holding any event in the park should include the impact that it may have on the local community, e.g. noise, traffic, increase in visitor numbers.

### **Conclusion**

25. The 87 survey responses indicate a high level of support for developing a diverse programme of events at Queen's Park, including a desire for larger annual events. However, as the questionnaire did not specifically survey attitudes towards a circus act it is recommended that further discussion takes place with stakeholders in regard to help inform appropriate types of events for Queen's Park.
26. Core finding in the park has been reduced in the financial year 2017/2018. The park will see a reduction of 5.5 % in its operational budget.

### **Appendices**

- Appendix 1 – Queen's Park Event Survey Results and Feedback

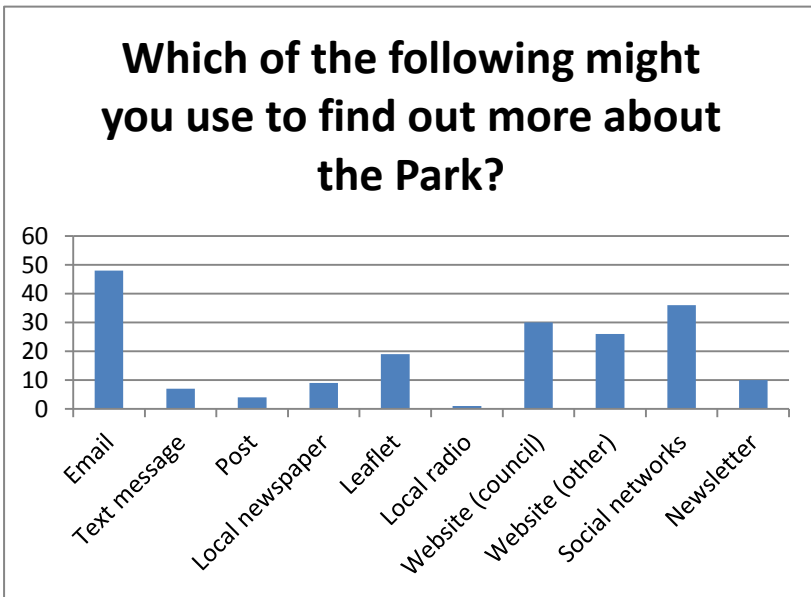
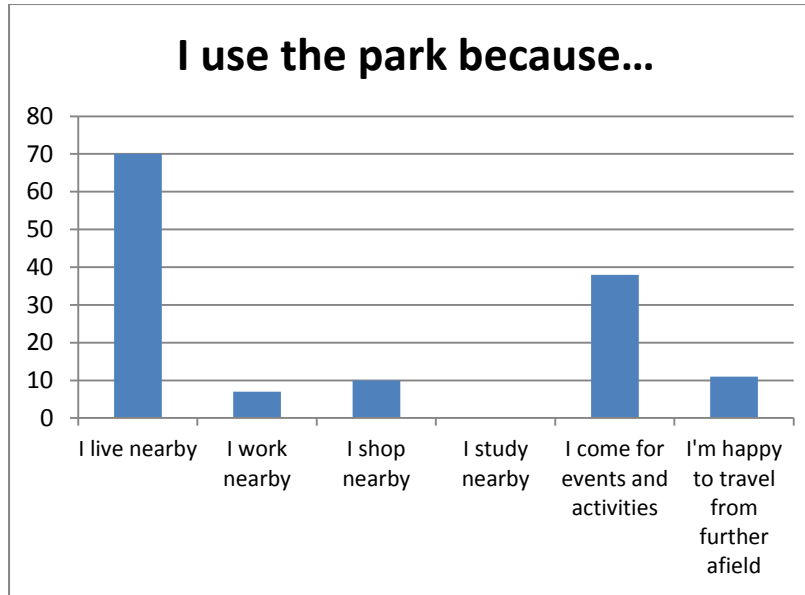
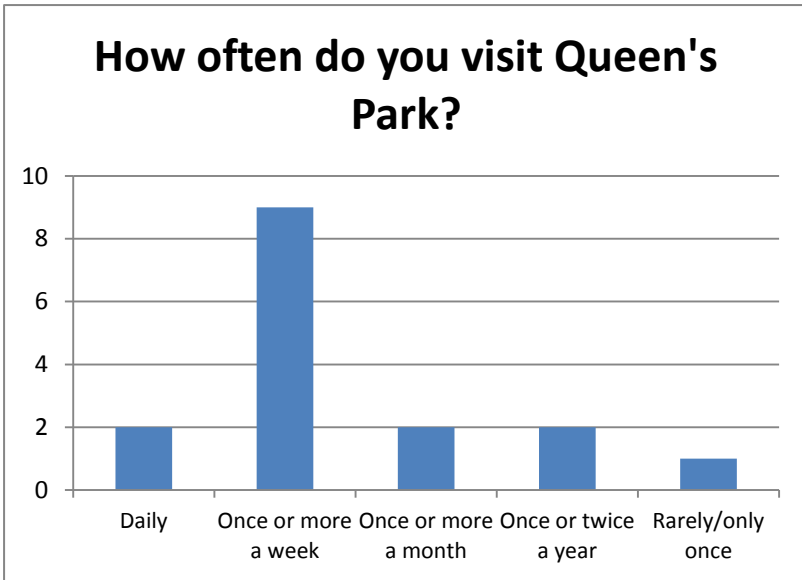
### **Richard Gentry**

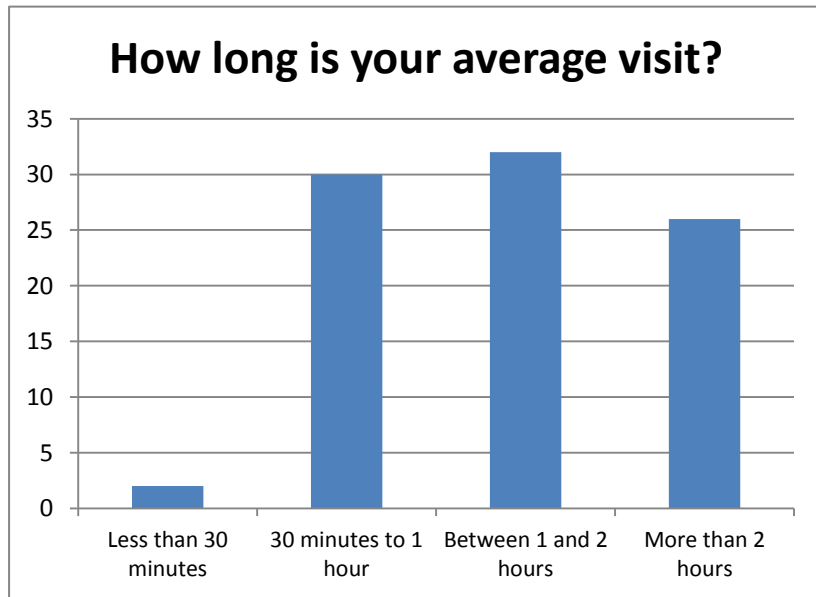
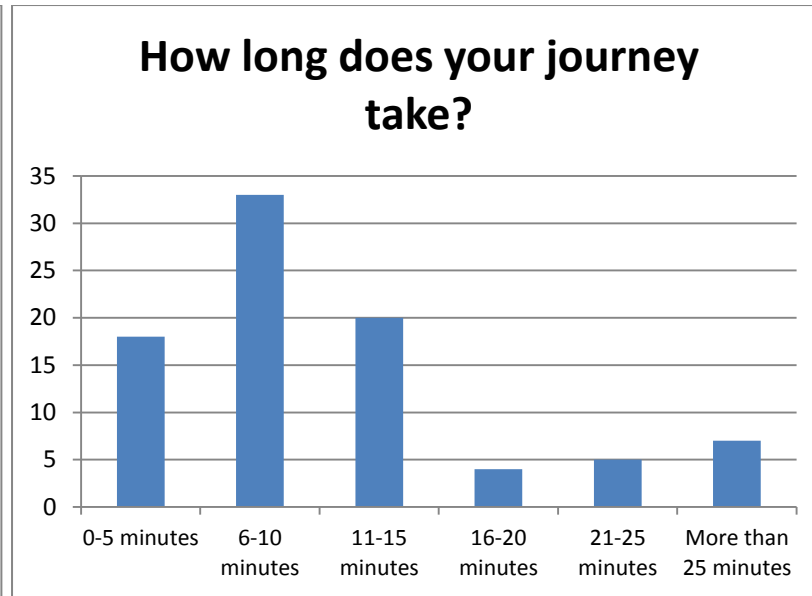
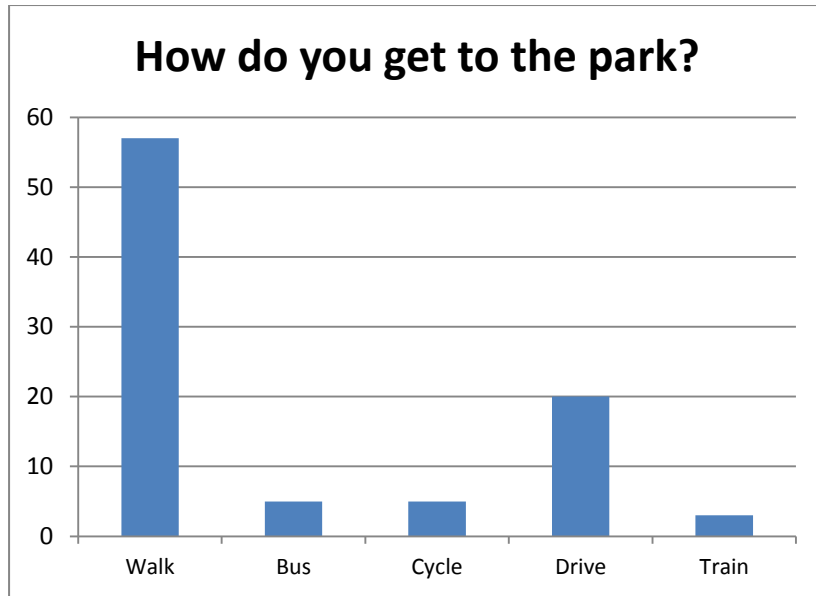
Constabulary and Queen's Park Manager

T: 020 7332 3322

E: [richard.gentry@cityoflondon.gov.uk](mailto:richard.gentry@cityoflondon.gov.uk)

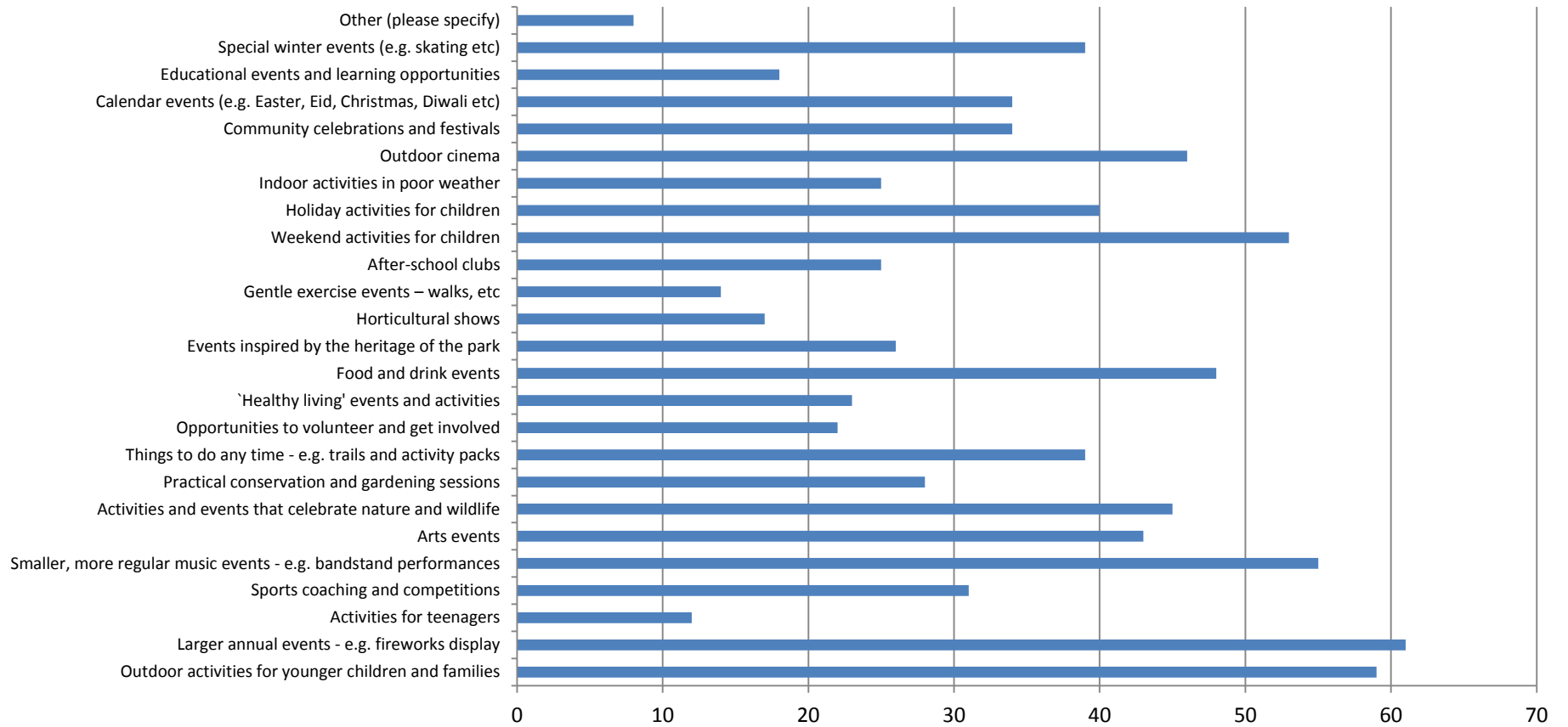
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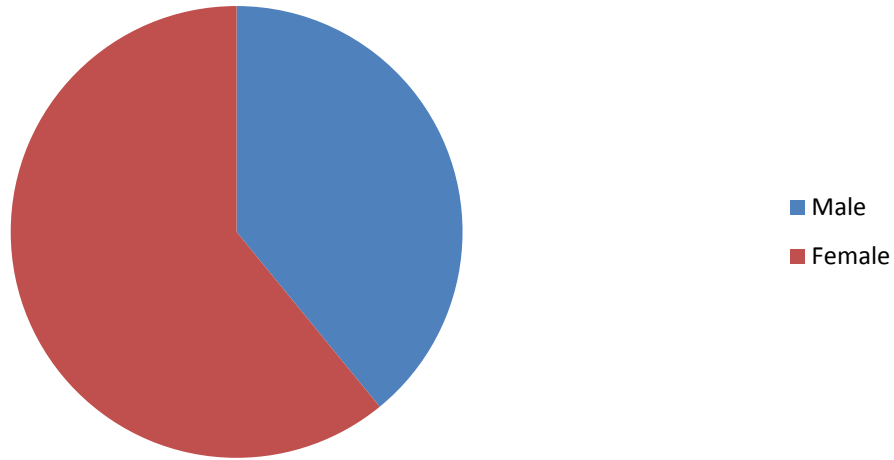




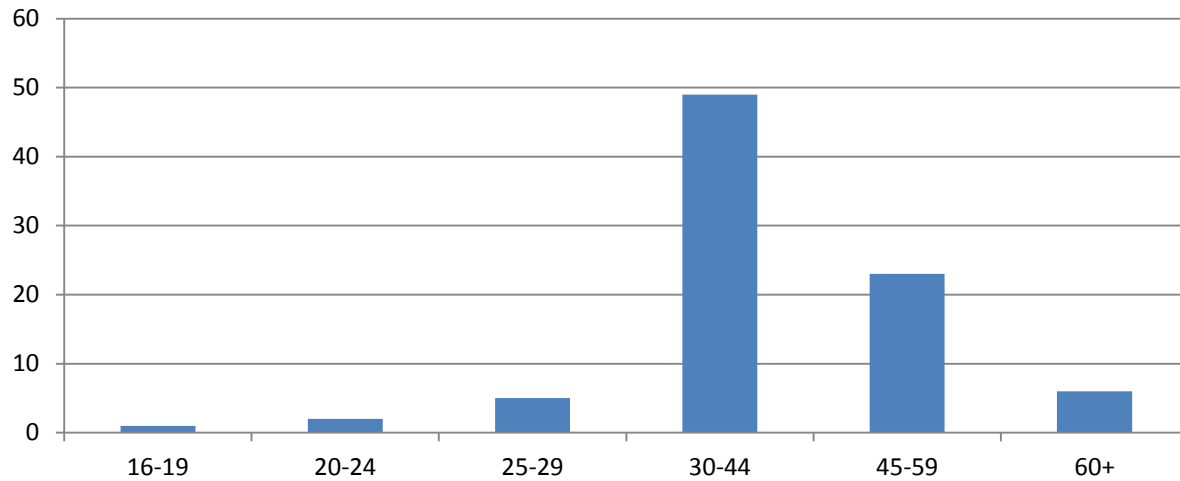
## Which of the following events and activities would you be interested in?



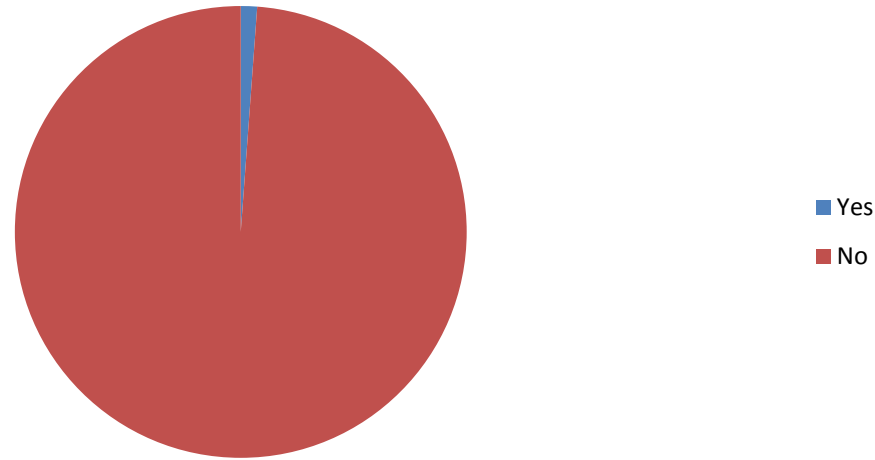
### What is your gender?



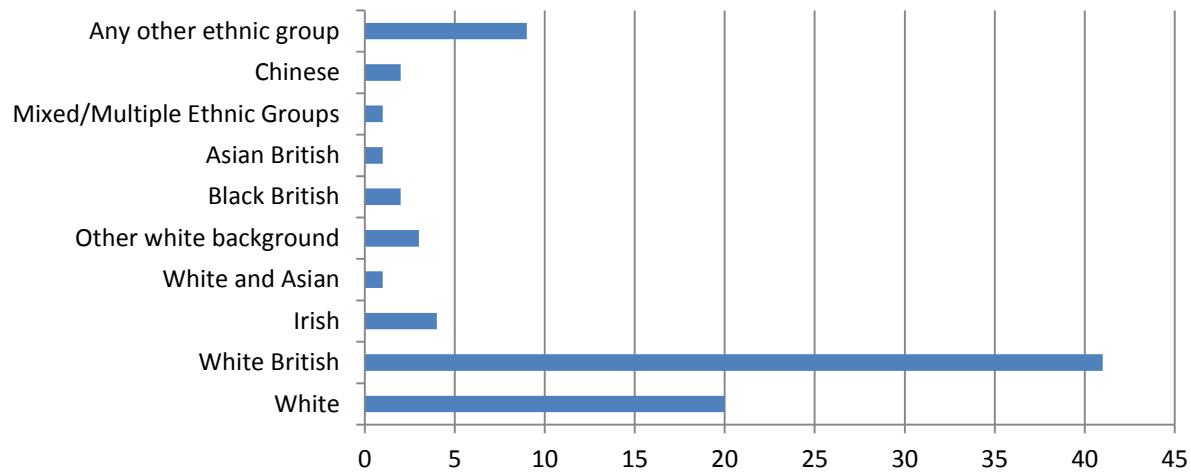
### What is your age?



### Are you disabled?



### What is your ethnic group?



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<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood & Queen's Park	21/11/2016
<b>Subject:</b> Highgate Wood & Queen's Park Trustee's Annual report and Financial Statements for the Year Ended 31 March 2016	<b>Public</b>
<b>Report of:</b> The Chamberlain	<b>For Information</b>
<b>Report author:</b> Derek Cobbing	

### Summary

The Trustee's Annual Report and Financial Statements for the Year Ended 31 March 2016 for Highgate Wood and Queen's Park are presented in the format required by the Charity Commission.

### Recommendation(s)

Members are asked to:

- Note the report.

### Main Report

1. The Trustee's Annual Report and Financial Statements, in the format that is required by the Charity Commission, are presented for information. The draft accounts were circulated to your Chairman and Deputy Chairman. Subsequently the accounts have been signed on behalf of the Trust by the Chairman and Deputy Chairman of the Finance Committee and have been audited.
2. Following the review of the charities for which the City is responsible a report to your Committee on 10<sup>th</sup> May 2010 detailed key reports that should be presented to your Committee in future. The Trustees Annual Report and Financial Statements was one of these reports. Information from these statements will form the Annual return to the Charity Commission.
3. Much of the information contained within the Annual Report and Financial Statements has already been presented to your Committee via budget and outturn reports.

## Appendices

- Appendix 1 – Report and Financial Statements for the year ending 31<sup>st</sup> March 2016

Derek Cobbing  
Chamberlains department

T: 020 7332 3519

E: [derek.cobbing@cityoflondon.gov.uk](mailto:derek.cobbing@cityoflondon.gov.uk)

***HIGHGATE WOOD AND QUEEN'S PARK KILBURN***

***REPORT AND FINANCIAL STATEMENTS  
FOR THE YEAR ENDED 31 MARCH 2016***

**Charity Number: 232986**

# HIGHGATE WOOD AND QUEEN'S PARK KILBURN

## Trustee's Annual Report and Financial Statements for the year ended 31 March 2016

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Statement of Financial Activities	11
Balance Sheet	12
Notes to the Financial Statements	13-24



# HIGHGATE WOOD AND QUEEN'S PARK KILBURN Trustee's Annual report for the year ended 31 March 2016

## 1. Reference and Administration Details

Charity Name:	Highgate Wood and Queen's Park Kilburn
Registered Charity Number:	232986
Principal Address:	Guildhall, London EC2P 2EJ
Trustee:	The Mayor and Commonalty and Citizens of the City of London
Chief Executive:	The Town Clerk of the City of London Corporation
Treasurer:	The Chamberlain of London
Solicitor:	The Comptroller and City Solicitor
Banker:	Lloyds Bank plc City Office, PO Box 72 Bailey Drive Gillingham, Kent ME8 OLS
Auditor:	Moore Stephens LLP 150 Aldersgate Street London EC1A 4AB

## 2. Structure, Governance and Management

### The governing document

The governing document is the Highgate and Kilburn Open Spaces Act 1886. The charity is constituted as a charitable trust.

### Trustee Selection methods

The Mayor and Commonalty and Citizens of London, known as the City of London Corporation, is the trustee of Highgate Wood and Queen's Park Kilburn. Elected Aldermen and Members of the City of London Corporation are appointed to the Hampstead Heath, Highgate Wood and Queen's Park Committee governing Highgate Wood and Queen's Park Kilburn by the Court of Common Council of the City of London Corporation.

### Policies and procedures for the induction and training of trustee

The City of London Corporation makes available to its Members seminars and briefings on those various aspects of the City's activities, including those concerning Highgate Wood and Queen's Park Kilburn, as it considers necessary to enable the Members to efficiently carry out their duties.

# HIGHGATE WOOD AND QUEEN'S PARK KILBURN

## Trustee's Annual report for the year ended 31 March 2016

### 2. Structure, Governance and Management (continued)

#### **Organisational structure and decision making process**

The committee governing the charity's activities is noted above. The committee is ultimately responsible to the Court of Common Council of the City of London. The decision making processes of the Court of Common Council are set out in the Standing Orders and Financial Regulations governing all the Court of Common Council's activities. The Standing Orders and Financial Regulations are available from the Town Clerk at the registered address.

#### **Details of related parties and wider networks**

Details of any related party transactions are disclosed in Note 14 of the Notes to the Financial Statements.

#### **Key management personnel remuneration**

The trust considers its key management personnel comprise the Trustees and the Director of Open Spaces who manages the seven open spaces funded by the City of London Corporation.

Support is also provided by other chief officers and their departments from across the City of London Corporation, including the Town Clerk and Chief Executive, Chamberlain, Comptroller and City Solicitor and City Surveyor.

The pay of the Director of Open Spaces is reviewed annually in-line with any uplift awarded to employees across the City of London Corporation. The City of London Corporation is committed to attracting, recruiting and retaining skilled people and rewarding employees fairly for their contribution. As part of this commitment, staff are regularly appraised and, subject to performance, eligible for contribution pay and recognition awards. If recruitment or retention of staff proves difficult, consideration is given to the use of market forces supplements in order to increase pay to a level that is competitive relative to similar positions in other organisations.

#### **Risk identification**

The Trustee is committed to a programme of risk management as an element of its strategy to preserve the charity's assets, enhance productivity for service users and members of the public and protect the employees.

In order to embed sound practice a Risk Management Group has been established in the City of London Corporation to ensure that risk management policies are applied, that there is an ongoing review of risk management activity and that appropriate advice and support is provided to Members and officers.

The City of London Corporation has approved a strategic risk register for all of its activities. This register helps to formalise existing processes and procedures and enables the City of London Corporation to further embed risk management throughout the organisation.

A key risk register has been prepared for this charity and has been reviewed by the committee acting on behalf of the Trustee. It identifies the potential impact of key risks and the measures which are in place to mitigate such risks.

# HIGHGATE WOOD AND QUEEN'S PARK KILBURN Trustee's Annual report for the year ended 31 March 2016

## 2. Structure, Governance and Management (continued)

### Risk identification (continued)

There are 7 risks which have been identified as affecting all the Open Spaces. These are:

- Animal, Plant and Tree Diseases;
- Extreme weather;
- Poor repair and maintenance of buildings;
- Impact of Housing/Highways Development;
- Recruiting and retraining appropriately skilled staff, contractors and the Public;
- Ensuring the Health and Safety of staff, contractors and the Public; and
- Delivering the Departmental Road map Projects and Programmes - includes Finance and Service Based Review savings.

There is a system in place for monitoring each of these risks and mitigating actions are undertaken including training, strengthening controls and plans of action.

These risks are then broken down into more site specific risks in each areas own risk register, together with any risks that only relate to that site.

## 3. Objectives and Activities for the Public Benefit

The Trustee has due regard to the Charity Commission's public benefit guidance when setting objectives and planning activities.

Lands were transferred to the City of London Corporation under the powers conferred by the Highgate and Kilburn Open Spaces Act 1886. The purpose of the charity is the maintenance and preservation in perpetuity by the City of London Corporation of the open spaces known as Highgate Wood, Highgate and Queen's Park Kilburn as Public Parks or Open Spaces, for the use by the public for exercise and recreation.

This charity is operated as a separate legal entity consolidated into the City of London Corporation's City's Cash. The City of London Corporation is committed to funding the ongoing net operational costs of the charity in accordance with the purpose, which is the maintenance and the preservation in perpetuity by the City of London Corporation of the open spaces known as Highgate Wood, Highgate and Queen's Park Kilburn as Public Parks or Open Spaces, for the use by the public for exercise and recreation.

# HIGHGATE WOOD AND QUEEN'S PARK KILBURN Trustee's Annual report for the year ended 31 March 2016

## 4. Achievements and Performance

**Key Targets for 2015/16 and review of achievement were:**

**The aims for 2015/16 for Highgate Wood are:**

- *Submission of the HLF bid for the relocation of the Roman Kiln to Highgate Wood from Bruce Castle Museum.*

Unfortunately, the bid submitted to the HLF was not successful. Feedback was sought and a revised bid will be considered. Improvements have been made to the Information Hut at the site, which provides a range of interpretation materials to the public, to enhance their enjoyment of the site.

- *Retendering of the operating lease for the café at Highgate Wood.*

The lease for the café has been retendered, and the results of the procurement announced in March 2016. The procurement process is in the final stages and work will continue with the new tenants to ensure that a high quality service is provided to customers.

**The aims for 2015/16 for Queen's Park are:**

- *Retendering of the operating lease for the café at Queen's Park.*

The lease for the café has been retendered, and the results of the procurement announced in March 2016. The procurement process is in the final stages and work will continue with the new tenants to ensure that a high quality service is provided to customers.

- *Investigate opportunity for Weddings on the Queen's Park Bandstand.*

An application has been prepared for submission to the London Borough of Brent, with an aim to obtain a licence for the summer of 2016.

- *Enter the London in Bloom Competition.*

Queen's Park achieved a Silver Gilt award in the London in Bloom awards in the Large Park category, this was an excellent achievement in the first year of entry.

- *Develop Management Work Plan for the Woodland Walk.*

A Management Plan is being developed in partnership with the Hampstead Heath Ecologist.

**The aims for 2015/16 for Highgate Wood and Queen's Park are:**

- *City of London (Open Spaces) Bill - Deposition due in November 2015 with Parliamentary Process estimated at two sessions (two years). Epping Forest is the lead Open Space but the provisions will apply to Highgate Wood and Queen's Park Kilburn and assistance will be given to Epping Forest as required*

The Bill has been laid before Parliament and is progressing through the various stages. Support has been given to Epping Forest throughout the process and will continue as the Bill moves forward.

All of the above achievements enhanced the Open Space for the benefit of the public.

# HIGHGATE WOOD AND QUEEN'S PARK KILBURN

## Trustee's Annual report for the year ended 31 March 2016

### 5. Financial Review

#### Review of financial position

Investment income received of £5,551 (2014/15 £5,731), income from other grants, reimbursements and contributions was £2,900 (2014/15 £Nil), from donations £3,707 (2014/15 £516), income received through sales of products and materials was £940 (2014/15 £Nil), fees, charges and interest £62,676 (2014/15 £62,439), and rental income was £69,037 (2014/15 £91,301). The contribution towards the running costs of the charity amounted to £1,273,639 (2014/15 £1,172,863). This net cost was met by the City of London Corporation's City's Cash.

The land and original buildings integral to the operation of the charity are deemed to have been historically held in trust by this charity and the financial statements reflect this. These original assets of this open space are treated as heritage assets.

Additions to land and capital expenditure on buildings are included in the financial statements as fixed assets at historic cost, less provision for depreciation and any impairment, where this cost can be reliably measured. The charity's balance sheet reflects its ownership of these fixed asset additions net of depreciation, represented by a designated income fund.

#### Reserves Policy

The charity is wholly supported by the City of London Corporation which is committed to maintaining and preserving Highgate Wood and Queen's Park Kilburn out of its City's Cash Funds. These Funds are used to meet the deficit on running expenses on a year by year basis. The charity has a designated fund and a restricted fund the details are set out in Note 13 of the Notes to the financial statements.

#### Investment Policy

The charity's investments are held in units of the City of London Charities Pool. The investment policy of the Charities Pool is to provide a real increase in annual income in the

long term whilst preserving the value of the capital base. The annual report and financial statements of the Charities Pool are available from the Chamberlain of London.

The majority of the charity's surplus funds are invested within the Charities Pool administered by the City of London Corporation and the interest is received from the Chamberlain of London on balances held on behalf of the Trust. The investments are managed by Artemis Investment Management LLP and the performance of the fund is measured against the fund manager benchmark (FTSE All Share Index). In addition the performance of the Fund is also measured against its peer group using the WM Charity Universe (ex-property).

As at 31 March 2016 the fund achieved a return of -1.1% compared to the FTSE All Share Index return of -3.9%. The WM Charity Universe return was -1.0% and the fund slightly underperformed this by 0.1%.

#### Going Concern

The Trustee considers the Trust to be a going concern. Please see Note 1(b) to the Financial Statements.

# HIGHGATE WOOD AND QUEEN'S PARK KILBURN

## Trustee's Annual report for the year ended 31 March 2016

### 6. Plans for Future Periods

**The aims for 2016/17 for Highgate Wood are:**

- To develop a new funding strategy for the Roman Kiln Project
- Development of Volunteering opportunities at Highgate Wood, working closely with Heath Hands

**The aims for 2016/17 for Queen's Park are:**

- Implementation of the Woodland Walk Management Plan
- Introduction of weddings on the Bandstand
- Tennis court refurbishment programme
- Development of volunteering opportunities at Queens Park

**The aims for 2016/17 for Highgate Wood and Queen's Park are:**

- **City of London (Open Spaces) Bill** – Parliamentary process now continues into 2016/17

### 7. The Financial Statements

The financial statements have been prepared in accordance with the accounting policies set out in Note 1 to the accounts and comply with the charity's trust deed, the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective from 1 January 2015. The financial statements consist of the following and include comparative figures for the previous year.

- **Statement of Financial Activities** showing all resources available and all expenditure incurred and reconciling all changes in the funds of the charity.
- **Balance Sheet** setting out the assets and liabilities of the charity.
- **Notes to the Financial Statements** describing the accounting policies adopted and explaining information contained in the financial statements.

### 8. Statement of Trustee's Responsibilities

The Trustee is responsible for preparing the Trustee's Report and the financial statements in accordance with the Charities Act 2011 and Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective from 1 January 2015.

The law applicable to charities in England & Wales requires the trustee to prepare financial statements for each financial year which give a true and fair view of the state of affairs of the charity and of the incoming resources and application of resources of the charity for that period.

**HIGHGATE WOOD AND QUEEN'S PARK KILBURN**  
**Trustee's Annual report for the year ended 31 March 2016**

**8. Statement of Trustee's Responsibilities (continued)**

In preparing these financial statements, the trustee is required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgments and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the charity will continue in business.

The Trustee is responsible for keeping proper accounting records that discloses with reasonable accuracy at any time the financial position of the charity and enable the Trustee to ensure that the financial statements comply with the Charities Act 2011, the applicable Charities (Accounts and Reports) Regulations, and the provisions of the trust deed. The Trustee is also responsible for safeguarding the assets of the charity and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

**9. Adopted and signed for on behalf of the Trustee on 15 November 2016.**

Jeremy Paul Mayhew MA MBA  
Chairman of Finance Committee  
Guildhall, London

Roger A.H. Chadwick  
Deputy Chairman of  
Finance Committee  
Guildhall, London

# HIGHGATE WOOD AND QUEEN'S PARK KILBURN

## INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF HIGHGATE WOOD AND QUEEN'S PARK KILBURN

We have audited the financial statements of Highgate Wood and Queens Park Kilburn for the year ended 31 March 2016 which are set out on pages 11 to 24. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the charity's trustees, as a body, in accordance with Chapter 3 of Part 8 of the Charities Act 2011 and regulations made under section 154 of that Act. Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and its trustees as a body, for our audit work, for this report, or for the opinions we have formed.

### **Respective responsibilities of trustees and auditor**

As explained more fully in the Trustees' Responsibilities Statement set out on pages 7 and 8, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

We have been appointed as auditor under section 144 the Charities Act 2011 and report in accordance with regulations made under section 154 of that Act. Our responsibility is to audit and express an opinion on the financial statements in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

### **Scope of the audit of the financial statements**

A description of the scope of an audit of financial statements is provided on the Financial Reporting Council's web-site at [www.frc.org.uk/auditscopeukprivate](http://www.frc.org.uk/auditscopeukprivate).

### **Opinion on financial statements**

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at Year End and of its incoming resources and application of resources, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities Act 2011.



## HIGHGATE WOOD AND QUEEN'S PARK KILBURN

### INDEPENDENT AUDITOR'S REPORT TO THE TRUSTEE OF HIGHGATE WOOD AND QUEEN'S PARK KILBURN (CONTINUED).

#### Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Act 2011 requires us to report to you if, in our opinion:

- the information given in the Trustees' Annual Report is inconsistent in any material respect with the financial statements; or
- sufficient accounting records have not been kept; or
- the financial statements are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Moore Stephens LLP  
Statutory Auditor  
150 Aldersgate Street  
London  
EC1A 4AB

Moore Stephens LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006

## HIGHGATE WOOD AND QUEEN'S PARK KILBURN

### Statement of Financial Activities for the year ended 31 March 2016

	Notes	Unrestricted Funds General Fund £	Designated Fund £	Restricted Fund £	2015/16 £	2014/15 Restated £
<b>Income and endowments from:</b>						
Income from:						
Donations and Legacies		6,607	-	-	<b>6,607</b>	516
Charitable Activities		132,653	-	-	<b>132,653</b>	153,740
Grant from City of London Corporation		1,273,639	-	-	<b>1,273,639</b>	1,172,863
Investments		5,551	-	-	<b>5,551</b>	5,731
<b>Total</b>	4	<b>1,418,450</b>	-	-	<b>1,418,450</b>	1,332,850
<b>Expenditure on:</b>						
Charitable activities		1,418,450	16,488	24,389	<b>1,459,327</b>	1,349,337
<b>Total</b>	5	<b>1,418,450</b>	16,488	24,389	<b>1,459,327</b>	1,349,337
Net (loss)/gain on investments	10	(8,798)	-	-	<b>(8,798)</b>	9,359
<b>Net (expenditure)/income</b>		<b>(8,798)</b>	<b>(16,488)</b>	<b>(24,389)</b>	<b>(49,675)</b>	<b>(7,128)</b>
<b>Transfers between funds</b>		-	-	-	-	-
<b>Net movement in funds</b>		<b>(8,798)</b>	<b>(16,488)</b>	<b>(24,389)</b>	<b>(49,675)</b>	<b>(7,128)</b>
<b>Reconciliation of funds</b>						
Total funds brought forward		154,611	251,959	24,389	<b>430,959</b>	438,087
<b>Total funds carried forward</b>	13	<b>145,813</b>	235,471	-	<b>381,284</b>	430,959

All operations are continuing.

**HIGHGATE WOOD AND QUEEN'S PARK KILBURN**  
**Notes to the Financial Statements for the year ended 31 March 2016**

**HIGHGATE WOOD AND QUEEN'S PARK KILBURN**  
**Balance Sheet as at 31 March 2016**

	Notes	2016	2015
		£	£
<b>Fixed Assets</b>			
Tangible Fixed Assets	9	235,471	251,959
Investments – 18,728 Charities Pool Units	10	<u>145,813</u>	<u>154,611</u>
		<u><b>381,284</b></u>	<u>406,570</u>
<b>Current Assets</b>			
Debtors	11	39,779	54,145
Cash		<u>105,361</u>	<u>76,143</u>
		<u><b>145,140</b></u>	<u>130,288</u>
<b>Creditors: Amounts falling due within one year</b>	12	<b>(145,140)</b>	(105,899)
<b>Net Current Assets</b>		<u>-</u>	<u>24,389</u>
<b>Total Assets less Current Liabilities</b>		<u><b>381,284</b></u>	<u>430,959</u>
<b>The Funds of the Charity</b>			
<i>Unrestricted Income Funds</i>			
General Fund	13	145,813	154,611
Designated Funds	13	235,471	251,959
Restricted Income Fund	13	<u>-</u>	<u>24,389</u>
<b>Total Charity Funds</b>		<u><b>381,284</b></u>	<u>430,959</u>

Approved and signed for and on behalf of the Trustee

The Notes at pages 13-24 form part of these accounts.

\_\_\_\_\_  
Dr Peter Kane  
Chamberlain of London  
15 November 2016

# HIGHGATE WOOD AND QUEEN'S PARK KILBURN

## Notes to the Financial Statements for the year ended 31 March 2016

### 1. Accounting Policies

The following accounting policies have been applied consistently in dealing with items which are considered material in relation to the charity's financial statements.

#### *(a) Basis of Preparation*

Highgate Wood and Queen's Park Kilburn are a public benefit entity and the accounts (financial statements) have been prepared under the historical cost convention with items recognised at cost or transaction value unless otherwise stated in the relevant notes to these accounts. The financial statements have been prepared for the first time in accordance with the new Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) effective from 1 January 2015 and the Financial Reporting Standard applicable in the United Kingdom and Republic of Ireland (FRS 102) and the Charities Act 2011.

#### *(b) Going Concern*

The governing documents place an obligation on the City of London Corporation to preserve the open spaces for the benefit of the public. The City of London Corporation is committed to fulfilling this obligation which is reflected through its proactive management of, and ongoing funding for, the services and activities required. The funding is provided from the City of London Corporation's City's Cash which annually receives considerable income from its managed funds and property investments. Each year a medium term financial forecast is updated from City's Cash. The latest forecast for the period to 2019/20 anticipates that adequate funding will be available to enable the Trust to continue to fulfil its obligations. On this basis the Trustee considers the Trust to be a going concern for the foreseeable future, therefore has prepared the financial statements on the going concern basis.

#### *(c) Statement of Cash Flows*

The Trust has taken advantage of the exemption in FRS102 (paragraph 1.12b) from the requirement to produce a statement of cash flows on the grounds that it is a qualifying entity. Statement of Cash Flows is included within the City's Cash Annual Report and Financial Statements 2016 which is publicly available and can be found at [www.cityoflondon.gov.uk](http://www.cityoflondon.gov.uk).

#### *(d) Fixed Assets*

##### *Heritage Land and Associated Buildings*

Highgate Wood and Queen's Park Kilburn comprise 315 hectares (780 acres) of land, together with associated buildings, located in the North London boroughs of Haringey and Brent respectively. The objectives of the charity are the maintenance and the preservation of Highgate Wood and Queen's Park Kilburn in perpetuity for the recreation and enjoyment of the public. Highgate Wood and Queen's Park Kilburn are considered to be inalienable (i.e. may not be disposed of without specific statutory powers). Land and the original associated buildings are considered to be heritage assets. In respect of the original land and buildings, cost or valuation are not included in these accounts as reliable cost information is not available and a significant cost would be involved in the reconstruction of past accounting records, or in the valuation, which would be onerous compared to the benefit to the users of these accounts.

Additions to the original land and capital expenditure on buildings are included as fixed assets at historic cost, less provision for depreciation and any impairment, where this cost can be reliably measured.

**HIGHGATE WOOD AND QUEEN'S PARK KILBURN**  
**Notes to the Financial Statements for the year ended 31 March 2016**

**1. Accounting Policies (continued)**

**(d) Fixed Assets (Continued)**

***Tangible Fixed Assets***

These are included at historic cost less depreciation on a straight line basis to write off their costs over their estimated useful lives and less any provision for impairment. Land is not depreciated and other fixed assets are depreciated from the year following that of their acquisition. Typical asset lives are as follows:

	Years
Operational buildings	30 to 50
Improvements and refurbishments to buildings	up to 30
Infrastructure	up to 20

**(e) Recognition of capital expenditure**

Expenditure on the acquisition, creation or enhancement of property, plant and equipment is capitalised provided that the expenditure is material (generally in excess of £50,000) and the asset yields benefits to the City of London, and the services it provides, for a period of more than one year. This excludes expenditure on routine repairs and maintenance of fixed assets which is charged directly within service costs.

**(f) Managed Investments**

Investments are made in the City of London Charities Pool which is an investment mechanism operating in a similar way to a unit trust. It enables the City of London Corporation to “pool” small charitable investments together and consequently obtain better returns than would be the case if investments were made individually.

Investments are valued annually at the middle market price at the close of business on 31 March. Gains and losses for the year on investments held as fixed assets are included in the Statement of Financial Activities. The unrealised loss on investments at the balance sheet date is included in the Trust's funds.

**(g) Income Recognition**

All income is recognised once the charity has entitlement to the income, it is probable that the income will be received and the amount of income receivable can be measured reliably.

**(h) Investment Income**

Investment income consists of distributions from the Charities Pool and interest receivable on cash balances.

**(i) Volunteers**

No amounts are included in the Statement of Financial Activities for services donated by volunteers, as this cannot be quantified.

**(j) Grants received**

Grants are included in the Statement of Financial Activities in the financial year in which they are entitled to be received.

# HIGHGATE WOOD AND QUEEN'S PARK KILBURN

## Notes to the Financial Statements for the year ended 31 March 2016

### 1. Accounting Policies (continued)

#### **(k) Contribution from City's Cash**

The City of London Corporation's City's Cash meets the deficit on running expenses of the charity and also provides grant funding for certain capital works and this income is recognised in the Statement of Financial Activities when it is due from the City of London Corporation's City's Cash.

#### **(l) Rental income**

Rental income is included within charitable activity income for the year under Income and Endowments

#### **(m) Expenditure Recognition**

Liabilities are recognised as expenditure as soon as there is a legal or constructive obligation committing the charity to that expenditure, it is probable that settlement will be required and the amount of the obligation can be measured reliably.

#### **(n) Allocation of costs between different activities**

The City of London Corporation charges staff costs to the charitable activity costs on a time spent basis. Associated office accommodation is charged out proportionately to the square footage used. All other costs are charged directly to the charitable activity.

#### **(o) Pension Costs**

Staff are employed by the City of London Corporation and are eligible to contribute to the City of London Local Government Pension Fund, which is a funded defined benefits scheme. The estimated net deficit on the Fund is the responsibility of the City of London Corporation as a whole, as one employer, rather than the specific responsibility of any of its three main funds (City Fund, City's Cash and Bridge House Estates) or the trusts it supports. The Fund's estimated net liability has been determined by independent actuaries in accordance with FRS102 as £482.6m as at 31 March 2016 (£498.2m as at 31 March 2015). Since this net deficit is apportioned between the accounts of the City of London's three main funds, the charity's trustees do not anticipate that any of the liability will fall on the charity. The charity is unable to identify its share of the pension scheme assets and liabilities and therefore the Pension Fund is accounted for as a defined contribution scheme in the accounts.

The costs of the pension scheme charged to the charity are the employer's contributions disclosed in Note 7 and any employer's pension contributions within support services costs as disclosed at Note 6. Following the statutory triennial valuation of the pension fund as at 31st March 2013, completed by independent consulting actuaries, an employer's contribution rate of 17.5% has been applied for 2014/15, 2015/16 and 2016/17. An updated triennial valuation is being undertaken as of 31 March 2016 which will inform consideration of the employer's contribution rate to be adopted from 2017/18. There are no outstanding or pre-paid contributions at the balance sheet date.

#### **(p) Fund Accounting**

The Trust may, at the Trustee's discretion, set aside funds, which would otherwise form part of general funds, for particular purposes. These funds are known as designated funds. The purposes of these funds are described in Note 13 to the accounts. Restricted funds are those received by Highgate Wood and Queen's Park Kilburn to be used only for the purpose set out in the conditions of the grant.

**HIGHGATE WOOD AND QUEEN'S PARK KILBURN**  
**Notes to the Financial Statements for the year ended 31 March 2016**

**2. Tax Status of the Charity**

Highgate Wood and Queen's Park Kilburn is a registered charity and as such its income and gains are exempt from income tax to the extent that they are applied to its charitable objectives.

**3. Indemnity Insurance**

The City of London Corporation takes out indemnity insurance in respect of all its activities. The charity does not contribute to the cost of that insurance.

**4. Income and Endowments**

Income and Endowments are comprised as follows:

	2015/16 £	2014/15 £
<b>Income and endowments</b>		
<b>Donations and Legacies</b>		
Other Grants, Reimbursements and Contributions	2,900	-
Donations	3,707	516
Interest	5,551	5,731
<b>Total</b>	<b>12,158</b>	<b>6,247</b>
<b>Charitable activities</b>		
Sales of products or materials	940	-
Fees and charges	62,676	62,439
Rental income	69,037	91,301
<b>Total</b>	<b>132,653</b>	<b>153,740</b>
Grant from the City of London Corporation	1,273,639	1,172,863
<b>Total Income and Endowments</b>	<b>1,418,450</b>	<b>1,332,850</b>

**Other Grants, Reimbursements and Contributions**

The income from other grants, reimbursements and contributions largely consists of a contribution towards the play equipment at Queens Park.

**Fees and charges**

The fees and charges income relates to income received for use of sports facilities, sports tuition fees and charges for filming within the open spaces.

**Grant from City of London Corporation**

The City of London Corporation's City's Cash meets the deficit on running expenses of the charity.

**HIGHGATE WOOD AND QUEEN'S PARK KILBURN**  
**Notes to the Financial Statements for the year ended 31 March 2016**

**5. Expenditure**

Expenditure is analysed between activities undertaken directly and support costs as follows:

	Activities undertaken directly £	Support costs £	<b>2015/16</b> £	2014/15 £
Charitable activities	1,274,679	184,648	<b>1,459,327</b>	1,349,337

No resources are expended by third parties to undertake charitable work on behalf of the charity.

**Charitable activities**

Expenditure on charitable activities includes labour, premises costs, equipment, materials and other supplies and services incurred as the running costs of Highgate Wood and Queen's Park Kilburn.

*Auditor's remuneration and fees for external financial services*

Moore Stephens are the auditors of the City of London City's Cash. The City of London Corporation does not attempt to apportion the audit fee between all the different charities but prefers to treat it as part of the cost to its private funds. No other external financial services were provided for the Trust during the year or in the previous year.

*Trustee's expenses*

Members of the City of London Corporation are unpaid and do not receive allowances in respect of City of London Corporation activities in the City. However, Members may claim travelling expenses in respect of activities outside the City and receive allowances in accordance with a scale when attending a conference or activity on behalf of the City of London Corporation. No expenses have been claimed in the year (2014/15 £nil).

**6. Support Costs**

The cost of administration which includes the salaries and associated costs of officers of the City of London Corporation, together with premises and office expenses, is allocated by the City of London Corporation to the activities under its control, including this charity, on the basis of employee time spent on the respective services. These expenses include the cost of administrative and technical staff and external consultants who work on a number of the City of London Corporation's activities.



**HIGHGATE WOOD AND QUEEN'S PARK KILBURN**  
**Notes to the Financial Statements for the year ended 31 March 2016**

**6. Support Costs (continued)**

Support costs allocated by the City of London Corporation to the charitable activity are derived as follows:

	<b>2015/16</b>	2014/15
	£	£
<b>Department</b>		
Chamberlain	<b>29,627</b>	26,611
Comptroller & City Solicitor	<b>3,231</b>	15,503
Open Spaces Directorate	<b>35,393</b>	48,938
Town Clerk	<b>38,914</b>	38,111
City Surveyor	<b>29,040</b>	44,745
Information Systems	<b>36,364</b>	25,159
Other governance and support costs	<b>12,079</b>	15,043
<b>Total support costs</b>	<b>184,648</b>	214,110

The main support services provided by the City of London Corporation are:

**Chamberlain** Accounting services, insurance, cashiers, revenue collection, payments, financial systems and internal audit.

**Comptroller and City Solicitor** Property, litigation, contracts, public law and administration of commercial rents and City of London Corporation records.

**Open Spaces Directorate** Expenditure incurred by the Directorate, which is recharged to all Open Spaces Committees under the control of the Director of Open Spaces. The apportionments are calculated on the basis of budget resources available to each open space charity.

**Town Clerk** Committee administration, management services, personnel services, public relations, printing and stationery, emergency planning.

**City Surveyor** Work undertaken on the management of the Estate properties, surveying services and advice, supervising and administering repairs and maintenance.

**Information Systems** The support and operation of the City of London Corporation's central and corporate systems on the basis of usage of the systems; the provision of "desktop" and network support services and small IS development projects that might be required by the charity.

**HIGHGATE WOOD AND QUEEN'S PARK KILBURN**  
**Notes to the Financial Statements for the year ended 31 March 2016**

**6. Support Costs (continued)**

**Other governance costs** Contribution towards various costs including publishing the annual report and financial statements, central training, the dental service, occupational health, union costs and the environmental and sustainability section.

**7. Staff Numbers and Costs**

The full time equivalent number of staff employed by the City of London Corporation charged to Highgate Wood and Queen's Park Kilburn in 2015/16 is 19 (2014/15 18) at a cost of £724,039 (2014/15 £728,754). The table below sets out the employment costs and the number of full time equivalent staff charged directly to the charity.

	No of employees	Gross Pay £	Employer's National Insurance £	Employer's Pension Contribution £	Total £
2015/16 Charitable activities	19	589,559	45,634	88,846	<b>724,039</b>
2014/15 Charitable activities	18	586,999	45,028	96,727	<b>728,754</b>

There were no employees whose total employee benefits were above the £60,000 threshold (2014/15 Nil).

The trust considers its key management personnel comprise the Trustees and the Director of Open Spaces who manages the seven open spaces funded by the City of London Corporation. The proportion of the Director's employment benefits, including employer pension contributions, allocated to this charity amounted to £7,519 in 2015/16 (2014/15: £7,472). Trustees are unpaid and do not receive allowances.

Support is also provided by other chief officers and their departments from across the City of London Corporation, including the Town Clerk and Chief Executive, Chamberlain, Comptroller and City Solicitor and City Surveyor.

**8. Heritage Assets**

Since 1886 the primary purpose of the Charity has been the preservation of Highgate Wood and Queen's Park Kilburn for the recreation and enjoyment of the public. As set out in accounting policy 1(d), the original heritage land and buildings are not recognised in the Financial Statements.

Policies for the preservation and management of Highgate Wood and Queen's Park Kilburn are contained in the Highgate Wood and Queen's Park Kilburn Management Plan 2010. Records of heritage assets owned and maintained by Highgate Wood and Queen's Park Kilburn can be obtained from the Director of Open Spaces at the principal address as set out on page 2.

Additions to heritage land or buildings, where relevant information is available, are included at historic cost less accumulated depreciation in accordance with Note 1 (d).

**HIGHGATE WOOD AND QUEEN'S PARK KILBURN**  
**Notes to the Financial Statements for the year ended 31 March 2016**

**9. Tangible Fixed Assets**

At 31 March 2016 the net book value of tangible fixed assets relating to direct charitable purposes amounts to £235,471 (31 March 2015 £251,959) as set out below.

	Land and Buildings £	Infrastructure £	Total £
<b><u>Cost</u></b>			
Balance at 31 March 2015	166,388	257,130	<b>423,518</b>
Additions	-	-	-
<b>At 31 March 2016</b>	166,388	257,130	<b>423,518</b>
<b><u>Accumulated depreciation</u></b>			
Balance at 31 March 2015	32,747	138,812	<b>171,559</b>
Charge for year	3,341	13,147	<b>16,488</b>
<b>At 31 March 2016</b>	36,088	151,959	<b>188,047</b>
<b><u>Net book values</u></b>			
<b>At 31 March 2016</b>	130,300	105,171	<b>235,471</b>
At 31 March 2015	133,641	118,318	<b>251,959</b>

**10. Fixed Asset Investments**

The investments are held in the City of London Corporation Charities Pool as a registered UK charity with the Charities Commission (charity number 1021138) and are used internally by the City of London Corporation as a Unit trust.

The value of investments held by the charity is as follows:

	General Fund £	2016 £	2015 £
Market Value 1 April	154,611	<b>154,611</b>	145,252
Acquisitions	-	-	-
(Loss)/gain for the year	(8,798)	<b>(8,798)</b>	9,359
<b>Market Value 31 March</b>	145,813	<b>145,813</b>	154,611
<b>Cost 31 March</b>	107,254	<b>107,254</b>	107,254
Units in Charities Pool	18,728	<b>18,728</b>	18,728

**HIGHGATE WOOD AND QUEEN'S PARK KILBURN**  
**Notes to the Financial Statements for the year ended 31 March 2016**

**10. Fixed Asset Investments (continued)**

The majority of the surplus funds are invested with the Charities Pool administered by the City of London Corporation and the interest is received from the Chamberlain of London on balances held on behalf of the Trust.

The Charities Pool is a UK registered unit trust.

The geographical spread of listed investments at 31 March was as follows:

	<b>2016</b> £	2015 £
Equities		
UK	<b>107,756</b>	121,524
Overseas	<b>22,164</b>	23,037
Bonds - UK	<b>3,937</b>	3,865
Pooled Units - UK	<b>6,124</b>	4,948
Cash held by Fund Manager	<b>5,832</b>	1,237
<b>Total Funds</b>	<b>145,813</b>	154,611

**11. Debtors**

Debtors consist of amounts owing to the charity due within one year.

	<b>2016</b> £	2015 £
Rental Debtors	10,851	36,705
Other Debtors	3,879	3,344
Payments in Advance	5,160	6,434
Recoverable VAT	19,889	7,662
<b>Total</b>	<b>39,779</b>	54,145

**12. Creditors**

Creditors consist of amounts owing by the charity due within one year.

	<b>2016</b> £	2015 £
Trade Creditors	<b>23,859</b>	7,458
Accruals	<b>53,962</b>	29,717
Other Creditors	<b>1,224</b>	8,964
Sundry Deposits	<b>47,194</b>	47,194
Receipts In Advance	<b>18,901</b>	12,566
<b>Total</b>	<b>145,140</b>	105,899

**HIGHGATE WOOD AND QUEEN'S PARK KILBURN**  
**Notes to the Financial Statements for the year ended 31 March 2016**

**13. Movement of Funds during the year to 31 March 2016**

	Fund Balances Brought Forward £	Income £	Expenditure £	Gains and Losses £	Fund Balances Carried Forward £
<b>Unrestricted Funds</b>					
<i>General Funds</i>					
Investments	154,611	1,418,450	(1,418,450)	(8,798)	<b>145,813</b>
	154,611	1,418,450	(1,418,450)	(8,798)	<b>145,813</b>
<i>Designated Funds</i>					
Capital Adjustment Account	251,959	-	(16,488)	-	<b>235,471</b>
	251,959	-	(16,488)	-	<b>235,471</b>
<b>Total Unrestricted Funds</b>	<b>406,570</b>	<b>1,418,450</b>	<b>(1,434,938)</b>	<b>(8,798)</b>	<b>381,284</b>
<b>Restricted Funds</b>					
City Bridge Trust funding	24,389	-	(24,389)	-	-
<b>Total Restricted Funds</b>	<b>24,389</b>	<b>-</b>	<b>(24,389)</b>	<b>-</b>	<b>-</b>
<b>Total Funds</b>	<b>430,959</b>	<b>1,418,450</b>	<b>(1,459,327)</b>	<b>(8,798)</b>	<b>381,284</b>

**Notes to the funds**

**Unrestricted funds**

1) *General funds*

General fund - the operating deficit of the charity is financed by the City of London Corporation. The balance consists of Charities Pool units following the transfer of the assets from the Ward's People's Recreation Ground Fund to Highgate Wood and Queen's Park Kilburn on 10 August 2011. The income from the units is transferred to the running costs of Highgate Wood and Queens Park

2) *Designated funds*

Designated funds consist of fixed assets at historic cost less accumulated depreciation in accordance with Note 1 (d).

**Restricted funds**

1) *City Bridge Trust*

Funding from the City Bridge Trust to provide educational and biodiversity services to support communities within the Greater London area. 2013/14 was the final year of a three year grant. The unspent balance of £24,389 was paid back to the City Bridge Trust in 2015/16.

# HIGHGATE WOOD AND QUEEN'S PARK KILBURN

## Notes to the Financial Statements for the year ended 31 March 2016

### 14. Related Party Transactions

The City of London Corporation as well as being the Trustee also provides management, surveying and administrative services for the charity. The costs incurred by the City of London Corporation in providing these services are charged to the charity. The City of London Corporation also provides banking services, allocating all transactions to the charity at cost and crediting or charging interest at a commercial rate. The cost of these services is set out in the Statement of Financial Activities under "Expenditure" and an explanation of these services is set out in Note 6 for support costs of £184,648 (2014/15: £214,110). The City of London Corporation's City's Cash meets the deficit on running expenses of the charity. This amounted to £1,273,639 (2014/15: £1,172,863) as shown in Note 4 to the financial statements.

The City of London Corporation is also the Trustee of a number of other charitable Trusts. These Trusts do not undertake transactions with Highgate Wood and Queen's Park Kilburn with the exception of the City Bridge Trust (Charity number 1035628). A full list of other charitable Trusts of which the City of London Corporation is Trustee is available on application to the Chamberlain of the City of London.

The Charities Pool is an investment mechanism operating in a similar way to a unit trust. It enables the City of London to "pool" small charitable investments together and consequently obtain better returns than would be the case if investments were made individually. Investment income consists of distribution from the Charities Pool and interest receivable on cash balances. Investment income of £5,551 was earned during the year (2014/15: £5,731).

Members of the City of London Corporation responsible for managing the Trust are required to comply with the Relevant Authority (model code of conduct) Order 2001 issued under the Local Government Act 2000 and the City of London Corporation's guidelines which require that:

- Members sign a declaration agreeing to abide by the City of London Corporation's code of conduct;
- a register of interests is maintained;
- pecuniary and non-pecuniary interests are declared during meetings;
- Members do not participate in decisions where they have an interest.

There are corresponding arrangements for staff to recognise interests and avoid possible conflicts of those interests.

In this way, as a matter of policy and procedure, the City of London Corporation ensures that Members and officers do not exercise control over decisions in which they have an interest. There are no material transactions with organisations related by virtue of Members and officers interests which require separate reporting. Transactions are undertaken by the Trust on a normal commercial basis.

**HIGHGATE WOOD AND QUEEN'S PARK KILBURN**  
**Notes to the Financial Statements for the year ended 31 March 2016**

**15. Transition to FRS 102**

These financial statements for the year ended 31 March 2016 are the Charity's first financial statements that comply with Financial Reporting Standard 102 (FRS 102) 'the Financial Reporting Standard in the UK and Republic of Ireland'. The Charity's date of transition to FRS 102 is 1 April 2014. The Charity's last financial statements prepared in accordance with previous UK GAAP were for the year ended 31 March 2015.

The following table shows that there was no difference between income and expenditure presented under the previous UK GAAP and the newly presented amounts under FRS 102 for the reporting period ended at 31 March 2015 (ie comparative information). The table also shows funds determined in accordance with the FRS 102 compared to funds determined in accordance with previous UK GAAP at both 1 April 2014 (the date of transition to FRS 102 – nil change) and 31 March 2015 (nil change).

There have been no changes in accounting policies made on first-time adoption of FRS 102.

Group	Note	Funds as at 1 April 2014	Net expenditure for the year ended 31 March 2015	Funds as at 31 March 2015
		£	£	£
<b>As previously stated under former UK GAAP</b>		438,087	(16,487)	430,959
Gains / (losses) on investments	a)	-	9,359	-
<b>As stated in accordance with FRS 102</b>		438,087	(7,128)	430,959

Explanation of changes to previously reported net income.

a) FRS 102 requires that net gains/(losses) on investments are now treated as a component of net income. Under previous UK GAAP, gain/(losses) on investments were shown after net income as part of other recognised gains/(losses).

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