



Highgate Wood Joint Consultative Committee

Date: WEDNESDAY, 9 NOVEMBER 2016

Time: 11.30 am

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

Members:

Virginia Rounding (Chairman)	Marguerite Clark (Highgate Society)
Karina Dostalova (Deputy Chairman)	Peter Corley (Tree Trust for Haringey)
Professor John Lumley	Councillor Gail Engert (London Borough of Haringey)
Barbara Newman	Councillor Bob Hare (London Borough of Haringey)
Jeremy Simons	Lucy Roots (Muswell Hill Friends of the Earth)
Stephanie Beer (Muswell Hill & Fortis Green Association)	Alison Watson (Friends of Queen's Wood)
Jan Brooker (Highgate Conservation Area Advisory Committee)	Michael Hammerson (Highgate Society)

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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

Public Agenda

1. **APOLOGIES**
2. **MEMBERS' DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THE AGENDA**
3. **MINUTES**
To agree the public minutes of the meeting held on 05 May 2016
For Decision
(Pages 1 - 6)
4. **SUPERINTENDENT'S UPDATE REPORT**
Report of the Superintendent of Hampstead Heath.
For Discussion
(Pages 7 - 42)
5. **FEES AND CHARGES 2017/18**
Report of the Superintendent of Hampstead Heath.
For Discussion
(Pages 43 - 56)
6. **QUESTIONS**
7. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
8. **DATE OF NEXT MEETING**
To note the next meeting will take place on Wednesday **31st May 2017.**

HIGHGATE WOOD JOINT CONSULTATIVE COMMITTEE Wednesday, 13 April 2016

Minutes of the meeting of the Highgate Wood Joint Consultative Committee held at
Highgate Wood Offices, Highgate Wood, Muswell Hill Road, N10 3JN on
Wednesday, 13 April 2016 at 12.00 pm

Present

Members:

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

Officers:

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

1. APOLOGIES

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

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

There were no declarations of interest.

3. MINUTES

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

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

Matters Arising

Park Champions

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

Conservation Management Plan

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

Water House Development

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

4. SUPERINTENDENT'S UPDATE

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

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

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

Changes to Closing Times

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

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

Proposal to Change Working Arrangements

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

Roman Kiln Project

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

Sustainability and Infrastructure

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

Woodland Conservation

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

Squirrels

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

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

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

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

Volunteers

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

Oak Decline and Regeneration

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

Oak Processionary Moth

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

Sports and Recreation

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

Community and Events

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

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

5. **QUESTIONS**

There were no questions.

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

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

7. **DATE OF NEXT MEETING**

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

The meeting ended at 1.25 pm

Chairman

Contact Officer: Fern Aldous
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Committee(s)	Dated:
Highgate Wood Joint Consultative Committee – For Discussion	09.11.2016
Hampstead Heath, Highgate Wood and Queen's Park Committee – For Decision	21.11.2016
Subject: Superintendents Update for November 2016	Public
Report of: Superintendent of Hampstead Heath	For Discussion
Report author: 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 20th 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.

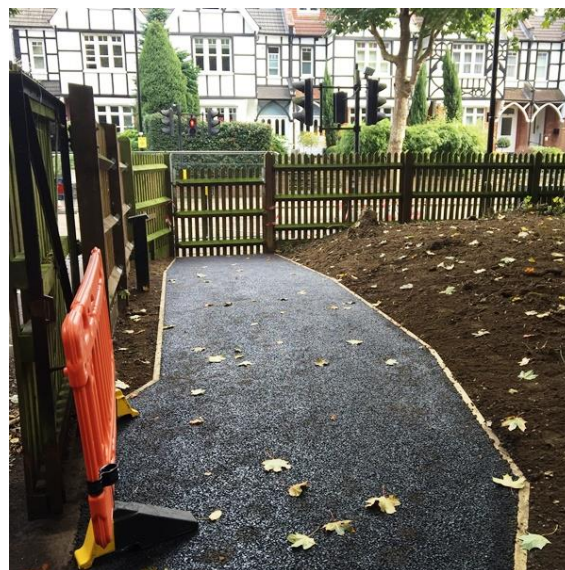


Figure 4: New pedestrian access Onslow Gate

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
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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

Location	Annual Work Programme – April 2016 - March 2017	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Playing Field	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 nd 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 th) 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

Location	Proposed Annual Work Programme – April 2017 - March 2018	Timing of work	Frequency of work	Who is Responsible	Link to Policy
Playing Field	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 nd 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)

Location	Proposed Annual Work Programme – April 2017 - March 2018	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	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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Committee(s)	Dated:
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
Subject: Fees and Charges 2017/18	Public
Report of: Superintendent of Hampstead Heath	For Discussion
Report author: 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 increased 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.

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

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

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

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

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

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

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

SKIPS, COMPOUNDS & SCAFOLDING	Charges agreed from 1/4/16 (£)	Proposed Charges from 1/4/17 (£)
• Skips ^{*3}	£60.00 (VAT exempt) per week (Minimum fee £60)	£61.00 (VAT exempt) per week (Minimum fee £60)
• Contractor compounds ^{*3}	£0.50 per M ² per day (Minimum overall charge £60 per day)	£0.50 per M² per day (Minimum overall charge £60 per day)
• Scaffolding ^{*3}	£0.50 per M ² per day (Minimum overall charge £60 per day)	£0.50 per M² per day (Minimum overall charge £60 per day)

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

FAIRS & WALKS		Proposed Charges from 1/4/17 (£)
• Fairs		1% increase in pitch fees
• Bat Walks	7.00	7.00

COMMEMORATIVE BENCHES & PLAQUES	2016/17	Proposed Charges from 1/4/17 (£)
• 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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Open
Spaces

Sport & Physical Activity Framework

Our vision for sport

We aspire to: Encourage participation in formal and informal recreation to enable healthy and active lifestyles.			
By encourage participation we mean			
Awareness	Welcoming	Communities	Partnership
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



Open
Spaces

Sport & Physical Activity Framework

Our vision for sport

Outcomes Framework

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