



## Hampstead Heath Consultative Committee

**Date:** MONDAY, 7 MARCH 2016

**Time:** 7.00 pm

**Venue:** PARLIAMENT HILL CONFERENCE ROOM, PARLIAMENT HILL STAFF YARD, PARLIAMENT HILL FIELDS, HAMPSTEAD HEATH, NW5 1QR

**Members:**

Virginia Rounding (Chairman)	Mary Port (Dartmouth Park Conservation Area Advisory Committee)
Jeremy Simons (Deputy Chairman)	Stewart Purvis (Vale of Health Society)
Ray Booth (Barnet Mencap)	Thomas Radice (Heath and Hampstead Society)
Colin Gregory (Hampstead Garden Suburb Residents' Association)	Harunur Rashid (Bangladeshi Social Forum)
Michael Hammerson (Highgate Society)	Susan Rose (Highgate Conservation Area Advisory Committee)
Dr Gaye Henson (Marylebone Birdwatching Society)	Steve Ripley (Rambler's Association)
John Hunt (South End Green Association)	Ellin Stein (Mansfield Conservation Area Advisory Committee & Neighbourhood Association Committee)
Nigel Ley (Open Spaces Society)	Richard Sumray (London Council for Sport and Recreation)
Joanne Mould (London Wildlife Trust)	Simon Taylor (Hampstead Rugby Club)
Susan Nettleton (Heath Hands)	David Walton (Representative of Clubs using facilities on the Heath)
Helen Payne (Friends of Kenwood)	John Weston (Hampstead Conservation Area Advisory Committee)

**Enquiries:** David Arnold  
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020 7332 1174

Dinner will be served in the Parliament Hill Café 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 THIS AGENDA**
3. **MINUTES**  
To agree the public minutes of the meeting held on 9 November 2015.  

**For Decision**  
(Pages 1 - 10)
4. **HAMPSTEAD HEATH SPORTS ADVISORY FORUM MINUTES**  
To receive the public minutes of the Hampstead Heath Sports Advisory Forum meeting held in February 2016.  

**For Decision**  
(Pages 11 - 14)
5. **SUPERINTENDENT'S UPDATE**  
Report of the Superintendent of Hampstead Heath.  

**For Information**  
(Pages 15 - 18)
6. **HAMPSTEAD HEATH PONDS PROJECT UPDATE**  
Joint report of the Superintendent of Hampstead Heath and the Ponds Project Director.  

**For Discussion**  
(Pages 19 - 22)
7. **HAMPSTEAD HEATH - CAFÉ TENDER PROCESS**  
Report of the Superintendent of Hampstead Heath.  

**For Information**  
(Pages 23 - 30)
8. **OPEN SPACES DEPARTMENT - PROGRESS ON SPORTS PROJECTS AND PROGRAMME BOARD AND PARTNERSHIP AGREEMENT WITH THE LAWN TENNIS ASSOCIATION**  
Report of the Superintendent of Hampstead Heath.  

**For Information**  
(Pages 31 - 38)
9. **HAMPSTEAD HEATH MANAGEMENT PLAN REVIEW**  
Report of the Superintendent of Hampstead Heath.

10. **QUESTIONS**
11. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**
12. **DATE OF NEXT MEETING**  
To note the date of the next meeting to be held on 27 June 2016.

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## HAMPSTEAD HEATH CONSULTATIVE COMMITTEE

Monday, 9 November 2015

**Minutes of the meeting of the Hampstead Heath Consultative Committee held at the Parliament Hill Conference Room, Parliament Hill Fields, Hampstead Heath, NW5 1QR at 7.00 pm**

### **Present**

#### **Members:**

Virginia Rounding (Chairman)	Stewart Purvis (Vale of Health Society)
Jeremy Simons (Deputy Chairman)	Thomas Radice (Heath and Hampstead Society)
Ray Booth (Barnet Mencap)	Susan Rose (Highgate Conservation Area Advisory Committee)
Colin Gregory (Hampstead Garden Suburb Residents' Association)	Ellin Stein (Mansfield Conservation Area Advisory Committee/Neighbourhood Association Committee)
Michael Hammerson (Highgate Society)	Richard Sumray (London Council for Sport and Recreation)
Dr Gaye Henson (Marylebone Birdwatching Society)	Simon Taylor (Hampstead Rugby Club)
John Hunt (South End Green Association)	John Weston (Hampstead Conservation Area Advisory Committee)
Nigel Ley (Open Spaces Society)	
Helen Payne (Friends of Kenwood)	
Mary Port (Dartmouth Park Conservation Area Advisory Committee)	

#### **Officers:**

David Arnold	- Town Clerk's Department
Sam Cook	- Remembrancer's Office
Sue Ireland	- Director of Open Spaces
Bob Warnock	- Superintendent of Hampstead Heath
Adrian Brooker	- Open Spaces Department
Declan Gallagher	- Open Spaces Department
Meg Game	- Open Spaces Department
Richard Gentry	- Open Spaces Department
David Humphries	- Open Spaces Department
Jonathan Meares	- Open Spaces Department

#### **1. APOLOGIES**

Apologies for absence were received from Susan Nettleton (Heath Hands) and Harunur Rashid Khan (Bangladeshi Social Forum).

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

There were none.

#### **3. HAMPSTEAD HEATH CONSULTATIVE COMMITTEE MINUTES**

**RESOLVED** – That the minutes of the previous meeting held on Tuesday 29 September 2015 be agreed.

## **Matters Arising**

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

Members noted that a revised working draft of the Bill had been circulated to the Consultative Committee for information on 29 October 2015. Following discussions at the previous meeting, Some members (Heath and Hampstead Society, Hampstead Garden Suburb Residents Association) explained continued concerns about clauses 6 (letting of premises) and 7 (facilities for events), arguing that more constraints were needed. Another member (Highgate Conservation Area Advisory Committee) expressed concern about the breadth of activity which could be permitted under clause 10 (control of commercial activity). Other members (London Council for Sport and Recreation, South End Green Association) considered that the clauses should be widely phrased, with limitations to be determined as a matter of policy.

In response to members' questions, the Remembrancer advised that the Bill would not alter the arrangements for the management of the Heath as between the Hampstead Heath, Highgate Wood and Queen's Park Committee and the Consultative Committee. The Director of Open Spaces advised that the views and comments of the Consultative Committee regarding the grant of new leases would continue to be sought and passed to the Hampstead Heath, Highgate Wood and Queen's Park Committee for their consideration. The Director added that the Open Spaces Society would be providing their comments on the Bill shortly.

A member (Highgate Society) noted his concerns that the use of the word 'temporarily' in clause 7 was too vague and suggested that the open spaces suitable for the grazing of animals be specified. The Superintendent advised that policies specific to each open space would be captured in revised Management Plans, which would also include a separate events policy for each site.

In response to members' questions about the provisions referred to in clause 4(1), the Remembrancer advised that they were intended to represent the provisions setting out the general principles governing the open spaces rather than operational details.

#### **4. HAMPSTEAD HEATH SPORTS ADVISORY FORUM MINUTES**

The Consultative Committee received the minutes of the Hampstead Heath Sports Advisory Forum meeting held on 14 September 2015. The Chairman of the Forum (London Council for Sport and Recreation) noted the Forum's disappointment that the London Borough of Camden were unable to provide funds for an outdoor gym and suggested that funding should continue to be sought from elsewhere.

The Constabulary and Queen's Park Manager provided details of a recent public consultation regarding a proposed partnership with the Lawn Tennis Association. He had received a preliminary report from the consultants who carried out the consultation and a full final report would be present to the next meetings of the Sports Advisory Forum and the Consultative Committee.

**RESOLVED** – That the minutes of the Hampstead Heath Sports Advisory Forum meeting held on 14 September 2015 be noted.

5. **SUPERINTENDENT'S UPDATE**

The Consultative Committee received a report of the Superintendent of Hampstead Heath that provided an update regarding management and operational activities across the Heath since September 2015. The Superintendent provided some additional information regarding the following matters:

**Property**

- Bricks and sand had been delivered to the Lido and works to the reconstruction of the East wall were due to start.
- The proposed design for the new railings would require planning consent.
- A site meeting was due to take place the day after the Consultative Committee meeting to discuss the programme of work to reduce erosion and improve the surface water drainage from the East Heath fairground.
- Since commencing the tanking works at the Hill Garden Shelter on 13 October 2015, the contractor had discovered voids under the staircase.
- Designs for the new railings required at the Hill Garden Shelter by health and safety legislation were available from the Operational Services Manager.

**Planning**

- Representations for the Water House application regarding the impact on trees, hydrology of the ponds, and access and health and safety issues had been submitted to the London Borough of Camden (LBC), who were meeting in late November to consider the application. A member (Highgate Society) added that the plans could result in a closure of Millfield Lane for up to three years, during which time pedestrians and cyclists would be diverted over Heath land.
- The LBC had received several representations regarding an application to de-designate 2-3 Heath Passage as Metropolitan Open Land but a date had not yet been set for the application to be considered. A member (Highgate Society) suggested that a map of designated Metropolitan Open Land would be useful for members.
- A member (Highgate Society) updated the Consultative Committee about the High Court case regarding Athlone House. The applicants' grounds of appeal had been dismissed by the Court but they had until 12 November 2015 to apply for a Court of Appeal hearing.

**Learning Programme**

- The staff consultation closed on 10 November 2015.
- The Superintendent had received a petition with over 2,000 signatures and Facebook mentions which would be reported to the Hampstead Heath, Highgate Wood and Queen's Park Committee.

### **Fleet and Equipment**

- Equipment identified as surplus to requirements would be sold to raise funds in accordance with the target to reduce the size of the fleet and equipment numbers.

### **Wayleaves**

- The cost would be increasing from £5 to £10 via Direct Debit or £20 via cheque payment.
- A member (Highgate Society) noted that £10 was a low fee for private properties to have access to the Heath and suggested it could be worth increasing. The Director of Open Spaces added that there had been complaints from some other open space residents about the recent increase from £5 to £10.

### **Cafés**

- The tender for five cafés across the North London Open Spaces division was currently being advertised for three year licences.
- The Lido Café would now be tendered separately from the Parliament Hill Café.

### **Operational Facility Improvements**

- Additional classroom spaces could be provided in the Hive building following its transferral on management responsibilities from the Royal Society for the Protection of Birds (RSPB) to the Heath Hands. The Deputy Chairman added that there were close working relationships with the RSPB through their Membership to the Hampstead Heath, Highgate Wood and Queen's Park Committee.
- An informal discussion would take place with the LBC regarding potential planning issues with the proposed new information centre, pictures of which were available from the Operational Services Manager upon request.
- Co-mingled waste skips were being rejected from the contractor due to a high proportion of dog waste compared to general waste. Additional dog waste only bins would be installed next to general waste bins to encourage dog walkers to separate waste.
- In response to members' (Highgate Conservation Area Advisory Committee and Dartmouth Park Conservation Area Advisory Committee) questions, the Superintendent advised that the waste team were now in a position to start work on relocation of bins as well as increased capacity and protection against animals.

### **Golders Hill Park**

In response to a member's (Heath and Hampstead Society) question, the Superintendent advised that the management of the Zoo was to be merged with the management of the Queen's Park Farm. He added that they aimed to reduce the footprint of the Zoo whilst maintaining encouraging animal adoption and engagement with local schools.



### **Constabulary**

- Six Officers would be on duty on New Year's Eve.
- Three successful prosecutions had been taken to court and reported in local press since September 2015: two dog-control offences and one offence relating to fishing out of season

### **Parliament Hill**

- The landscape restoration works at Kite Hill would be protected by a secure fence during New Year's Eve.
- In response to a member's (Highgate Conservation Area Advisory Committee) question concerning the compaction of the Kite Hill desire lines, the Superintendent advised that the Conservation team would be consulted to assess their condition.

**RESOLVED** – That the Superintendent's Update be noted.

### **6. HEDGEHOGS ON HAMPSTEAD HEATH - TRIAL MONITORING**

The Consultative Committee received a report of the Superintendent of Hampstead Heath that provided details of the trial hedgehog monitoring scheme, which took place in Golders Hill Park during September 2015. The Ecologist asked members to advise him of any future hedgehog sightings on the Heath and to inform the national sightings programme of any sightings elsewhere. The Chairman added that the scheme would be publicised in her next Ham and High column. Members suggested that the scheme could be incorporated into the Education Programme and a Golders Hill Park Zoo breeding programme.

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

### **7. HAMPSTEAD HEATH PONDS PROJECT - UPDATE REPORT**

The Consultative Committee received a report of the Superintendent of Hampstead Heath that provided details of the progress of the Hampstead Heath Ponds Project.

In response to a member's (Highgate Conservation Area Advisory Committee) question regarding collateral damage caused by Ponds Project vehicles on paths and walkways, the Superintendent advised that any works required to combat erosion as a consequence of the Project would be added to the appropriate work programmes and management plans. In response to an additional question (South End Green Association), the Superintendent added that areas surrounding the Ladies' Pond would be considered for wildflowers.

In response to a member's (Heath and Hampstead Society) request, the Superintendent advised that a progress and forward plan for the whole length of the Project could be presented to the next Community Working Group and Consultative Committee meetings. He added that details would also be provided at the next site walk on 14 November 2015.

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

8. **UPDATE ON OAK PROCESSIONARY MOTH AT THE NORTH LONDON OPEN SPACES DIVISION**

The Consultative Committee received a report of the Superintendent of Hampstead Heath that provided an update on the Oak Processionary Moth (OPM) population and its management at the North London Open Spaces (NLOS) division, following the discovery of caterpillars and nests at Queen's Park and Hampstead Heath in June 2015.

The Tree Officer advised that nests were being dealt with swiftly as and when discovered. 15 nests had been discovered across the NLOS so far which was a relatively small amount compared with the high number of nests at Richmond Park, for instance. The Director of Open Spaces added that a detailed analysis and review was taking place across North London, in consultation with the Forestry Commission and relevant London Boroughs, and a decision regarding long-term future action was expected next summer, which may include a risk-based approach towards the eventual eradication of OPM.

In response to a member's (Vale of Health Society) question regarding the associated health concerns, the Tree Officer advised that no staff had been affected at the NLOS. Since the first nest was discovered at Hampstead Heath, no members of the public had been affected either, thanks to clear signage and protective fencing at and near nest sites before and during removal. He added that contractors will use misting techniques for future prevention.

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

9. **FEES AND CHARGES 2016/17**

The Consultative Committee received a report of the Superintendent of Hampstead Heath that set out the proposed fees and charges for a range of facilities and services provided at the Heath. The Superintendent advised that the report would be considered for approval by the Hampstead Heath, Highgate Wood and Queen's Park Committee on 23 November 2015 and the fees and charges would come into effect from April 2016.

A member (Hampstead Rugby Club) noted that some fee increases could cause sports clubs and organisations to start looking elsewhere for facilities if they continued to increase at the same rate. He added a letter would be sent to the Superintendent shortly detailing his club's concerns.

**RESOLVED** – That the proposed fees and charges for 2016/17 be noted.

10. **REVIEW OF ANNUAL WORK PROGRAMME 2015**

The Consultative Committee received a report of the Superintendent of Hampstead Heath that reviewed the 2015 Annual Work Programme and provided details of the 2016 Annual Work Programme.

In response to a member's (Highgate Society) question regarding the location of the Poplar project, the Superintendent advised that the focus would be around the Catchpit area. The Superintendent added that any additional comments regarding the proposed 2016 Annual Work Programme should be

sent to him and his staff before the Hampstead Heath, Highgate Wood and Queen's Park Committee considered the new Programme for approval on 23 November 2015.

**RESOLVED** – That:-

- a) the work undertaken during 2015 to enhance the natural aspect and designed landscapes within the Heath be noted; and
- b) the proposed 2016 Annual Work Programme be noted.

**11. LANDSCAPE IMPROVEMENT WORKS AT THE SWAIN'S LANE ENTRANCE INTO PARLIAMENT HILL FIELDS, HAMPSTEAD HEATH**

The Consultative Committee received a report of the Superintendent of Hampstead Heath regarding the proposed landscape works at the Swain's Lane entrance to Parliament Hill Fields. Members were supportive of the proposed works and, in response to a member's (Dartmouth Park Conservation Area Advisory Committee) question, the Operational Services Manager advised that improvement works to the hedge along Highgate Road would be looked into.

**RESOLVED** – That the proposals to improve the hard and soft landscaping works at the Swain's Lane entrance to Parliament Hill Fields be noted.

**12. LANDSCAPE IMPROVEMENT WORKS AT THE MILLFIELD LANE ENTRANCE ONTO HAMPSTEAD HEATH.**

The Consultative Committee received a report of the Superintendent of Hampstead Heath regarding the proposed landscape improvement works at the Millfield Lane entrance to the Heath. In response to a member's (Mansfield Conservation Area Advisory Committee) question, the Superintendent advised that a phased approach would be taken and finer details of the works to be carried out would be decided at a later date. In response to an additional question (South End Green Association) regarding views to the Model Boating Pond, the Superintendent advised that a meeting would take place shortly to discuss various options and relevant consultees would be invited to attend.

**RESOLVED** – That the proposals to improve the hard and soft landscaping works at the Millfield Lane entrance onto Hampstead Heath be noted.

**13. NORTH LONDON OPEN SPACES – RISK REGISTER**

The Consultative Committee received a report of the Superintendent of Hampstead Heath that set out the collective risk register for the two separate charities within the NLOS division. Members were advised that the final register would be updated and considered for approval by the Hampstead Heath, Highgate Wood and Queen's Park Committee.

Members noted that risks such as tree disease could prove more significant than currently stated. A member (London Council for Sport and Recreation) suggested that financial risks could be included in a more comprehensive risk register. The Deputy Chairman added that the addition of a 'direction of travel' for each risk could be useful.

**RESOLVED** – That the NLOS Risk Register be noted.

14. **WEDDINGS AND CIVIL PARTNERSHIPS AT THE HILL GARDEN AND PERGOLA - UPDATE**

The Consultative Committee received a report of the Superintendent of Hampstead Heath regarding the increase in permitted maximum number of guests and the introduction of a charge for the provision for a toast to be taken following weddings and civil partnership ceremonies at the Hill Garden and Pergola.

In response to a member's (Hampstead Conservation Area Advisory Committee) suggestion, the Superintendent advised that it would be possible to approach past and future couples regarding an additional fee for a commemorative sign to mark the site of their wedding or civil partnership. The Director of Open Spaces added that a discrete commemorative sign would be more appropriate than a plaque.

In response to a member's (Friends of Kenwood) question, the Superintendent advised that oak beam replacement works to the Pergola scheduled for summer 2016 had resulted in a slight reduction in bookings for the peak wedding period but increased numbers and income were still predicted for the future.

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

15. **HAMPSTEAD HEATH EVENTS PROGRAMME JANUARY - SEPTEMBER 2015**

The Consultative Committee received a report of the Superintendent of Hampstead Heath that provided details of the success of the Hampstead Heath Events Programme 2015. Members were advised that the 2015 Programme has comprised 106 events, including two national sporting events, which had engaged with approximately 72,800 members of the public.

**RESOLVED** – That the continued success of the Hampstead Heath Events Programme in engaging with audiences, attracting new visitors to the Heath, and working with partners to provide a valuable service for the local community and beyond, be noted.

16. **QUESTIONS**

There were none.

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

Members were advised of the sad news regarding the recent death of Mrs Alex Mullineaux, who had previously represented the Marylebone Birdwatching Society as a member of the Consultative Committee.

A member (Highgate Society) also advised the Consultative Committee of an upcoming film about Hampstead Heath that was to be filmed partly on the Heath. He would be contacting the production company for more information.

18. **DATE OF NEXT MEETING**

**RESOLVED** – That the date of the next meeting, to be held on Monday 7 March 2016, be noted.

**The meeting closed at 9.15 pm**

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Chairman

**Contact Officer: David Arnold**  
**David.Arnold@cityoflondon.gov.uk**  
**020 7332 1174**

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## Hampstead Heath Sports Advisory Forum

Parliament Hill meeting room

2<sup>nd</sup> February 2016, 6.30pm

### Members:

Richard Sumray (Chairman)	RS	HHCC (London Council for Sports and Recreation)
Simon Taylor	ST	Hampstead Rugby Club
Natasha Cendrowicz	NC	Highgate Harriers
Dave Walton	DW	London Heathside Athletics
Jacki Reason	DC	Parliament Hill Lido Users Group
Rudolf Benjamin	RB	HH Tennis Coach
Nigel Robinson	NR	Camden Council (Head of Sport & Physical Activity)
Marc Hutchinson	MH	Hampstead Heath Winter Swimming Club, H & HS
Joseph Lowe	JL	Highgate Harriers

### In attendance:

Amy Gardner	AG	Lawn Tennis Association (LTA) Representative
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### Officers:

Bob Warnock	BW	Superintendent of Hampstead Heath, City of London
Declan Gallagher	DG	Operational Services Manager, City of London
Paul Maskell	PM	Leisure and Events Manager, City of London
Richard Gentry	RG	Constabulary and Queen's Park Manager, City of London
Paul Jeal	PJ	Senior Swimming Supervisor
Paul Lawal	PL	City of London Business Analyst
Kate Radusin (notes)	KR	PA to Superintendent of Hampstead Heath, City of London

ITEM		ACTION
1.	<b>Apologies</b>	
	Richard Priestley; Jo Levy; John Carrier; David Bedford; Virginia Rounding; Jeremy Simons.	
3.	<b>Tennis</b>	
	<p>AG gave a presentation on Club Spark – the LTA's online booking &amp; management tool.</p> <p>Personal data would be held by CoL, there is no licence fee for LTA partners. A small percentage fee is charged per booking. There is no charge for website set up or training.</p> <p>RG confirmed that the 2016/17 fees &amp; charges had been set, and would remain in place. ClubSpark could enable income generation on weekdays in the Winter Season (Oct-April).</p> <p>DW asked whether customers would be able to book in other ways?</p> <p>RG there will be a degree of phasing over a 'honeymoon' period, and staff will still be able to assist with making bookings during this time. CoL will endeavour to meet with and teach users how to operate the new system. It is understood a change in culture is needed, and staff on site will be able to assist users if there are issues.</p>	

	<p>Commenting on the survey the results of which had been circulated RG said there has been a mixed response; some long standing users were worried about a loss of community feeling, while younger users were very positive about being able to make online bookings. The new system will help to have a more visible coaching presence.</p> <p>A wider consultation on sports usage is about to be launched, which will cover winter sports, spring &amp; summer sports, and both user and non-user engagement. The Consultation will cover members of the local community and local high streets.</p> <p>RG confirmed the ClubSpark online booking system could be used for other sports as well.</p> <p>Club Spark will be launched for the 2016 summer season.</p> <p>RB suggested that a peak/ off peak charging system could be introduced. RG this will be looked into for the 2017/18 season, as the system usage picks up – analysis of bookings will help to inform a structure. It was accepted that a paper would be brought back to the group assessing the impact of the system and what developments and changes might be proposed.</p> <p>Following the meeting AG confirmed the following information:-</p> <ul style="list-style-type: none"> <li>o Data on the system would be City of London data</li> <li>o Sportlabs/ClubSpark act as a data processor</li> <li>o The City of London remains the data owner</li> <li>o LTA receive anonymised data from the system</li> <li>o LTA only receive personal details if a user consents to it when creating an account on the system</li> </ul>	
<b>2.</b>	<b>Minutes of the previous meeting (14.9.15) and matters arising</b>	
	<p><u>Heath Extension Cross Country event</u> – DW/DG to meet to further discuss.</p> <p><u>Outdoor gym</u> – NR/PM to meet. It was feasible that the original plan could be revived as the costs of the repairs to the original outdoor gyms were less than anticipated. The Forum was very supportive of that possibility. BW was to confirm if further Committee approval would be needed if the scheme was able to be progressed as agreement would be needed in this financial year.</p> <p><u>Sports &amp; Physical Activity Impact Framework</u> – DG is working on outcomes, and will report back at the next meeting,</p> <p><u>Rugby matches with a late kick off</u> – BW at the request of the HFRC, a 2pm KO for matches has been considered. These matches will incur an additional cost of £32 to cover staffing. Refunds for changing rooms have been made to the HFRC, as delivery fell below the standard. 80sqm of tiling has been identified for replacement.</p> <p>RS requested that BW review staff timings, to create flexibility so that the additional charge for providing 2pm KO would be unnecessary.</p>	<p>DW/DG</p> <p>NR/PM</p> <p>BW</p> <p>DG</p> <p>BW</p>
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4.	<b>Swimming Issues</b>	
	<p><u>Update on Lido Leak / Wall</u> – PJ pressure testing of the delivery pipework to take place. Waiting for quotes from NPC. The wall has been built, and planning permission and listed building consent for the new palisading has been granted, waiting for quotes for installation.</p> <p><u>Update on Sauna</u> – PJ Sauna was installed Nov 2015, 40 season tickets (£50, Dec-April) have been sold, and there has been lots of casual usage. Has helped to keep people warm and swimming for longer into the winter season. The forum agreed this had been a successful initiative.</p> <p><u>Update on Gym</u> – PJ Café doors have been fitted. Guardians had a contract until December 2015, to coincide with café tender process. The gym has contributed to the cost of using the Sauna. Depending on the results of the tender, there may not be room for the gym in future.</p> <p>BW confirmed that a public paper will be taken to the HHCC and a non-public report to the HHMC. The Lido Users Group (PHLUG) have been involved in the process.</p> <p><u>Update on Ponds Project – Ladies', Men's and Mixed Ponds</u> – Ladies' Pond is closed, and the building has been demolished. Ladies' swimming will move to the Mixed Pond from Monday 8 February. Ladies' only swimming sessions have been run at the Lido, 1-4pm, and mixed sessions held at the Men's Pond , 7-10am, in the interim period. The Winter Swimming Club resumes at the Mixed Pond on 8 February. MH asked about contingencies. BW said If the Ladies' Pond is not completed to deadline, the Mixed Pond will still open as usual for the summer season (mixed swimming).</p>	
5.	<b>Presentation on the true cost of Sports at NLOS.</b>	
	<p>PL the report identifies all sporting activity undertaken across the Open Spaces sites. Total cost the OS Department is £2.4M, while income generated is £724k = 30% recovery rate.</p> <p>The Forum agreed that the costs and income could only be properly discussed in the context of the principles to be adopted. A principles paper would be circulated and discussed next time.</p> <p>Ponds – the number of visits only counts those who pay, not the actual number of visits. Season ticket holders – an average usage is applied. PJ confirmed approx., 30 season tickets had been sold. MH said that an accurate figure for usage at the Ponds is needed. BW confirmed this information was now being collected (from 1 January 2016).</p> <p>DG/ST will meet to discuss Rugby youth usage figures.</p>	<p>BW</p> <p>DG/ST</p>
6.	<b>Update and feedback on Mid-Summer Trail run</b>	
	<p>PM 200 runners took place, and the event included a children's dash. Intention is to hold the event again 19 September 2016. Park Run cancelled their run to encourage participation. The forum expressed support for this.</p>	
7.	<b>Update on the Night of the 10k Olympic trail</b>	
	<p>The event will include a 'Road to Rio' launch at 2pm, and 4 races culminating</p>	

	in the British & English Championships. Samba dancers will provide entertainment on the night.	
<b>8.</b>	<b>Tag Rugby</b>	
	<p>PM has been approached by a commercial company regarding holding a 17 week Tag Rugby league (April to mid-August). ST raised concerns over its location. MH said that a licence would need to be in place, which should include clauses on grounds damage, a payment for restorations – before the H&amp;HS would consider that the Heath would be protected.</p> <p>RS stated that further discussions are needed, As this is a commercial venture a net income could be justified.</p> <p>ST asked for case studies of where they have co-trained with other Rugby Teams as he was concerned, as was the Forum about the possible impact on Rugby Union currently taking place.</p>	PM/DG/ST
<b>9.</b>	<b>Update on Events</b>	
	<p>London Youth Games/ Greater London Cross Country Championships (14.11.15) – PM stated that it had been a very successful event. in the LYG all 33 boroughs took part. Winners were Bromley (girls) and Wandsworth (boys).</p> <p>Southern Cross Country Championships, (30.1.16) – PM said that 5,115 runners participated over 10 races. There were 1,000+ runners in the senior men's race, and 500+ in the senior women's race. Staff are waiting for the right ground conditions to carry out harrowing and restoration works.</p> <p>NC commented that course alterations worked better this year, as the course was higher up.</p> <p>BW said there was still more work to be done on toilet capacity. Discussions were also taking place with the organisers regarding pursuing cost recovery for seeding etc.</p> <p>The Superintendent will provide a report to the Consultative Committee on the restoration works following the event.</p>	
<b>10.</b>	<b>Any other Business</b>	
	<p>PM was seeking time keepers and asked members to get in touch if they knew of anybody who might be interested.</p> <p>RS said that David Bedford had not been pleased with the change of date of this meeting and would have to step down if this continued. It was accepted that changes to meeting dates set in advance would be avoided, as far as possible, to ensure that members are able to attend meeting (set out below).</p>	
<b>11.</b>	<b>Dates of the next meeting</b>	
	<p>16<sup>th</sup> May 2016, 6.30pm, Parliament Hill Meeting Room.</p> <p>19<sup>th</sup> September 2016, 6.30pm, Parliament Hill Meeting Room.</p>	

<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath Consultative Committee	7 March 2016
<b>Subject:</b> Superintendents update for March 2016	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Information</b>

## Summary

This report provides an update on management and operational activities across Hampstead Heath since November 2015.

## Recommendation

Members are asked to:

- Note the contents of this report;

## Main Report

### Property

1. A programme of work to reduce erosion and improve the surface water drainage from the East Heath fairground has been completed. A drainage survey has been completed at the Kenwood Nursery Yard. The recommendations will be incorporated into a project to resurface the operational working area.
2. The tanking works at the Hill Garden Shelter and repairs to the Belvedere stairs are on-going and are scheduled to be completed by the 22<sup>nd</sup> April 2016.
3. There are on-going issues with the tiling at the Heath Extension changing rooms, a further area of 80m<sup>2</sup> is being re-tiled.
4. Two temporary outside hot showers have been installed at the Mixed Pond. This is to facilitate the Mixed Pond operating as a Ladies' Pond until May 2016.
5. Fence repairs at the Adventure Playground, One O' Clock Club and on Sandy Heath have been completed.
6. Planning permission and Listed Building Consent have been obtained for the boundary walls at the Lido. The brick walls have been rebuilt and the coping stones and the security stainless steel security fence will be completed by the end of April.

### Planning

7. The Superintendent will provide an update at the meeting on The Water House Planning Application.

## Fees and Charges

8. Following a request from the Hampstead Rugby Football Club, the Hampstead Heath, Highgate Wood and Queen's Park Committee requested that a charge be established for Rugby matches with a 2pm kick-off. The charge is in addition to the fees and charges which were previously approved by the Hampstead Heath, Highgate Wood and Queen's Park Committee.
9. Members are asked to note the additional staff cost which would be incurred for Rugby matches with a 2pm kick-off time, which is detailed in the table below.

Hampstead Heath Rugby Pitch Hire	Approved charge for 1/4/14 (£)	Approved charge for 1/4/15 (£)	Approved charge for 1/4/16 (£)
<i>1 pm kick off</i>			
• Reserved match pitch Adult (with goal posts)	70.00	72.00	85.00
• Private changing room with hot water (Keys – deposit or charge for loss)	42.00 (25.00)	43.00 (25.00)	43.00 (25.00)
<i>2 pm kick off</i>			
• Reserved match pitch Adult (with goal posts)	70.00	72.00	85.00
• Private changing room with hot water (Keys – deposit or charge for loss)	42.00 (25.00)	43.00 (25.00)	43.00 (25.00)
• Staffing (1 hour additional time)	-	-	32.00

## Events

10. In partnership with Camden Council, Christmas tree recycling points were set up at the East Heath and Jack Straw's car parks over the holiday period. Staff shredded and recycled the chippings to cover tarmac paths on the route of the Southern Counties Cross Country Championship course.
11. The Southern Counties Cross Country Championships was held at Parliament Hill on Saturday 30 January 2016. With ten separate races a total of 5,115 runners took part in the event. Following the event the Superintendent arranged an inspection of the course and a programme of works were agreed to protect and restore Heath. The Superintendent will provide a further update at the meeting.

## Constabulary update

12. A total of 2,342 incidents were dealt with by the Constabulary in 2015. Of the enforcement incidents recorded 189 related to dog control enforcements.
13. A Constabulary Annual report will be presented to Committee at their meeting on 27 June 2016. The annual report will now cover a financial year, rather than a calendar year.

14. A successful prosecution relating to cycling was taken to court in December 2015.
15. An estimated 7,000 members of the public congregated on Parliament Hill to celebrate New Year's Eve. The Hampstead Heath Constabulary were on duty until 2am, and no major incidences were recorded. The Constabulary are contributing to the wider London review of the impact of charging for viewing the New Year's Eve official firework display.

### **Swimming**

16. The Christmas day swim at the Hampstead Heath Men's Pond proved to be as popular as ever, and the event passed without incident.

### **Staffing**

17. A new Apprentice will be joining our Ranger Team, and this will be funded from the Hampstead Heath Ponds Project. The City of London has also taken on an additional Apprentice to join the Ranger Team as part of our commitment to developing skills in the open spaces sector.

### **Golders Hill Park**

18. The disabled car park landscaping works are due to take place 23 - 25 February 2016. A short closure of the car park will be necessary whilst the tree felling is completed. Signage has been erected on site to inform members of the public about the closure of the car park, and the works.

### **Projects**

19. In addition, the Superintendent will provide an update on the following Programmes and Projects:
  - Implementation of the Open Spaces Department Learning Programme.
  - Sports & Physical Activity Programme.
  - Promoting our Services.
  - Fleet and Equipment Review.
  - Energy Efficiency.
  - Staff Working Arrangements.
  - Landscaping Projects.
  - Memorial Benches Project.

### **Bob Warnock**

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

## Summary

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

## Recommendations:

It is recommended that members:

- Note this report.

## Main Report

### Background

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

### Planning Conditions and Section 106

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

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

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

### **Construction work**

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



10. While the Ladies' Pond is closed for the construction work, the Mixed Pond has been operating as a Ladies only facility. We have agreed with BAM that they may work on Saturday mornings (as permitted by the planning permission) at the Ladies' Pond so the construction programme can be met.
11. On the Hampstead Chain, the major earthworks are focussed on the Catchpit area and also include a large borrow pit and compound in Pryor's Field with a connecting haul route to the Catchpit. Work in this location started in January with the borrow pit area and haul road being fenced off and top soil removed. Works will be taking place in this location until summer. Work on Hampstead 1 and 2 Ponds is proceeding as planned.

## **Education**

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

## **Conclusion**

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

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

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<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath Consultative Committee – For Information	07/03/2016
<b>Subject:</b> Hampstead Heath – Café Tender Process	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Information</b>
<b>Report author:</b> Richard Gentry – Open Spaces	

## Summary

The purpose of this report is to inform and update the Consultative Committee Members on the process and progress with regard to the retendering of the Hampstead Heath cafés at Parliament Hill Fields, Parliament Hill Lido and Golders Hill Park. The cafés in Highgate Wood and also Queen's Park formed part of this tender process.

The bids were evaluated against set criteria for both quality and price (55% quality and 45% price). The bids received were evaluated by City of London Corporation Officers and an external catering consultant.

This tender process gives the City of London the opportunity to test the market and deliver good quality catering outlets. The awarded leases for Parliament Hill Fields, Parliament Hill Lido and Golders Hill Park cafés will generate a fixed income over the length of the 3 year lease with the addition of a projected top up rent over the same period. This will help to support agreed Service Based Review savings.

## Recommendations

Members are asked to:

- Note the content of this report and the progress which has been made in the retendering of the North London Open Spaces cafés.

## Main Report

### Background

1. Hampstead Heath has three catering outlets; these are located at Parliament Hill Fields, Parliament Hill Fields Lido and Golders Hill Park.
2. A saving of £40,000 (income generation) was agreed against the Hampstead Heath cafés as part of the Open Spaces Department's Service Based Review. However, the objective of this project is not merely income generation but also improvement in service and offering. As a first step in meeting these objectives, the City of London has carried out a tendering process for the cafés.

3. Parliament Hill Café sits adjacent to the Bandstand at Parliament Hill and is accessible from Highgate Road beyond the tennis courts. The current lease ended on 31 December 2015. The Golders Hill Park Café sits close to the entrance of Golders Hill Park on North End Road. The current lease ended on 31 January 2016. The Parliament Hill Lido café is currently leased by the tenant of the Parliament Hill Fields café. The Lido was opened in 1938 and the café is located at the rear of the Lido building. Following recent building improvement works, there is an opening to the rear of the Lido café which would allow a limited service on to Parliament Hill Fields. The leases for these cafes were due to expire before the tendering process was completed and each tenant has been placed on a tenancy at will. A tenancy at will is a property tenure that can be terminated at any time by either the tenant or the City of London.
4. The initial duration of each lease is three years, subject to the right of the City of London (at its sole discretion) to exercise its right to extend the lease. Successful tenants will be required to pay the City of London Corporation an annual base rent for the lease of the premises, together with a potential top-up rent.

### **Tender Process**

5. The Tender process was overseen by a Cafés Programme and Project Board; this Board was led by the Superintendent of Hampstead Heath. The Board was made up of internal stakeholders including City Procurement, Chamberlains, City Surveyor's and Comptroller and City Solicitor's.
6. Advertisements initially inviting expressions of interest were placed on the capitalEsourcing and City of London websites in September 2015. The formal tender process for the Hampstead Heath cafés went live on 4 November 2015 in the same web locations. An online advert was placed on the Caterer website for a period of two weeks in November 2015. Marketing was designed to ensure "Best Value" was achieved.
7. The return date for completed bids was set at 18 December 2015. The City of London, Procurement Team Category Manager extended the return for all bidders until 23 December 2015 in response to an issue experienced by one tendering companies.
8. Bidders were able to tender for just one or all five premises or any number in between one and five. The tenderer had to show what benefit there would be to the City of London Corporation if they were to be awarded more than one lease. Responses were required for each of the cafés being tendered for, for example, a single bid could not be submitted for all cafés.
9. Boyd-Thorpe Associates (City of London's appointed catering consultants for this tender process) conducted detailed comparative analysis of the bids received for each lease after the return date of 23 December 2015.
10. The tender documents comprised the Invitation to Tender (ITT), Heads of Terms, Service Specifications for each lease, a pro-forma response document (PQQ), a

formal expression of interest, and a non-disclosure agreement. Heads of Terms were prepared by the City Surveyor's Department and Boyd Thorpe Associates..

11. The response document set out the criteria under which the bid would be evaluated;

- **Catering Concept** – provide a concept/method statement giving an outline 'picture' of the style of the catering service proposed
- **Investment** – provide an outline of any investment proposed in the premises
- **Menu** – provide a sample menu with all proposed tariffs for each service period, e.g. breakfast, lunch
- **Management Structure and Support** – proposed management structure for the café, showing clearly the responsibilities associated with each role
- **Food Safety and Environmental Management** – provide a copy of their Food Safety Policy
- **Sales Forecast** – annual turnover figures projected for the three years of the agreement
- **Profit and Loss Account Forecast** – a fully itemised projected Profit and Loss account
- **Financial Offer** – the financial offer to the City of London Corporation for the 3-year lease.

12. In total 28 individual tenders were received for all five cafes by the extended submission deadline of 23 December 2015, 13 bids were received for the Parliament Hill, Lido and Golders Hill cafes. All bidders were invited to attend site visits to the cafés. The visits took place between 19 November 2015 and 2 December 2015.

13. A tender evaluation matrix was developed based on criteria deemed important for service delivery as set out in Appendix 1. A weighted score was calculated in the final column, e.g. if the Catering Concept score = 2, the weighted score = 8; if the Investment score = 1, the weighted score = 1. Each 5% is equal to 1 weighted point. The bids were scored against a matrix of 0 = unacceptable to 4 = excellent. This matrix is at Appendix 2.

### **Tender Evaluation Summary**

14. A tender evaluation panel was mediated by City Procurement and comprised the Constabulary and Queen's Park Manager, supported by catering consultants from Boyd-Thorpe Associates. Bidders were scored against key evaluation criteria, evidencing their ability to meet the City of London's quality requirements. Where appropriate, some bidders were also required to attend a clarification meeting to ensure their proposals were fully understood by the evaluation panel.

15. All tenders have been evaluated on the basis of 55% quality and 45% price weighting. The evaluation results for Parliament Hill Fields, Parliament Hill Lido and Golders Hill Park cafés are shown in the tables below:

### Parliament Hill Lido Café

Tenderer	Quality (55%)	Price (45%)	Total
Bid A	38.3%	33.8%	72.1%
Bid B	43.8%	27.5%	71.3%
Bid C	40.4%	21.7%	62.1%
Bid D	35.0%	15.0%	50.0%

### Parliament Hill Fields Café

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

### Golders Hill Park Café

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

16. The evaluation panel met on a number of occasions in January 2016 to carry out the evaluation of the bids received and the evaluation process was concluded on 7 February 2016. The recommended tenderers (Bid A in each table) have met with agreed minimum quality thresholds and provide an acceptable income to the City of London.

### Opportunities

17. Awarding the lease to the recommended tenderers will generate guaranteed rental income which will support the delivery of the Open Spaces Department's Service Based Review and improved service delivery.

### Next Steps

18. A non-public report will provide commercially sensitive information to the Hampstead Heath, Highgate Wood and Queen's Park Committee for decision on the recommendations for the awarding of the leases for each café. Successful and unsuccessful bidders will be notified of the evaluation results through the capitalE-sourcing Portal. A standstill period will provide a short pause between the decision being notified to bidders and the execution of the lease.

## Corporate & Strategic Implications

19. The City of London Corporate Plan has three strategic aims. The delivery of this project will: *provide valued services, such as education, employment, culture and leisure, to London and the nation.*
20. The City of London sets out three core values in its Corporate Plan. The delivery of this project will aim to: *provide services in an efficient and sustainable manner that meet the needs of our varied communities, as established through dialogue and consultation.* The City of London Corporate Plan vision and strategic aims include; *KPP2 Improving the value for money of our services within the constraints of reduced resources and KPP4 Maximising the opportunities and benefits afforded by our role in supporting London's communities.*
21. The delivery of this project meets with the Open Spaces Business Plan Departmental Objective – *Embed financial sustainability across our activities by delivering identified programmes and projects.*

## Implications

22. **Risk Factors** – Risk factors to consider are reputational risk and impact to visitors.
23. **Financial Implications** – Tenderers are clear that there will be no financial capital investment from the City of London in the cafés as part of this tender process.
24. The retendering of the Hampstead Heath cafés will help contribute to the Departmental savings agreed as part of the Corporate SBR process.
25. **HR Implications** – The successful tenderer will be deemed to have satisfied itself as to the applicability of TUPE and shall indemnify the City for any claims made by an aggrieved employee in connection with TUPE or otherwise and shall not itself bring proceedings against the City in connection with TUPE.
26. **Corporate Property Implication** - A wide marketing campaign, offering these Café's on terms prepared in consultation with the City Surveyor and appointed catering consultants, Boyd-Thorpe Associates, will ensure that best value has been achieved in any leasehold disposals.

## Conclusion

27. This tender process has been carried out in line with the City of London Procurement Policy. The City of London received a great deal of interest in the cafés and this interest has allowed the project board and the evaluation panel to consider the bids objectively to ensure the City of London Corporation's Open Spaces Department delivers high quality services to its visitors and users.

## **Background Papers**

November 2015 - Hampstead Heath Consultative Committee - Superintendent's update for November 2015

## **Appendices**

- Appendix 1 – Evaluation Matrix
- Appendix 2 – Scoring Matrix

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**Appendix 1 – Tender Evaluation Matrix**

<b>Caterer Name:</b>	
<b>Assessor Name:</b>	

	<b>Score</b>	<b>Weighting</b>	<b>Weighted Score</b>	<b>Comments</b>
<b>Quality</b>				
Catering Concept		20%	0	
Investment		5%	0	
Menu		15%	0	
Management Structure and Support		5%	0	
Food Safety and Environmental Management		5%	0	
References / experience		5%	0	
<b>Price</b>				
Strength of Business Plan - Sales Forecast and Profit and Loss Account Forecast		15%	0	
Financial Offer - Rental Payment		25%	0	
Financial Offer - Top Up Rent		5%	0	

<b>Total</b>	<b>0</b>	<b>100%</b>	<b>0</b>	
<b>Out of a possible</b>	<b>36</b>	<b>-</b>	<b>80</b>	

## Appendix 2

### Scoring Matrix

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

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

## Summary

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

## Recommendations

Members are asked to:

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

## Main Report

### Background

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

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

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

### **Current Position**

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

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

## **Opportunities**

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

## **Lawn Tennis Association Partnership**

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

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

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

## **Progress**

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

## **Next Steps**

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

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

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

### **Corporate & Strategic Implications**

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

### **Implications**

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

### **Conclusion**

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

## Appendices

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

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## Appendix 1.

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

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

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

## Summary

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

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

## Recommendation(s)

Members are asked to:

- Note the report.

## Main Report

### Background

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

### Current Position

3. The format for the current management plan was agreed and set out in 2004. It was agreed that the plan must be comprehensive and forward-looking to reflect the scale, significance and complexity of the Heath. The result was a strategic

management framework extending over a ten-year period and made up of three parts.

4. Part I – Towards a Plan for the Heath 2007-2017 sets the long-term strategic direction for management of the Heath, addressing eight key themes and setting out overriding objectives, essential actions and aspirational goals for each theme.
5. Part II – Topic Papers was to include a series of topic papers providing greater detail for each key theme and would follow approval of Part I. Working Groups for each theme were able to progress topic papers to varying degrees. To date, completion of Part II has been achieved for Natural Landscape with detailed information and policies developed by the Ecology Team and the Natural Landscape Working Group.
6. Part III – Management Specification is intended to set out in detail how the management techniques will be applied to each area of the Heath and to align with various work programmes, site-specific plans and annual work plans. As above, the Natural Landscape theme provides an example of this with the preparation of 15 compartment management plans and an Annual Works Plan.

## **Proposals**

7. The beginning of 2016 marks the 8-year mark in the ten-year span of the Hampstead Heath Management Plan. It is proposed that work to undertake a review of the current management plan commence immediately to ensure a renewed strategic plan and management framework is in place by 2018. In so doing, the importance of maintaining continuity with the current plan and preceding policies is recognised, as well as the valuable contribution of the working groups and contributors. The proposed approach is to review the current plan and apply the learnings to the preparation of a plan for 2018 to 2027, as outlined below.
8. Progress  
Review achievements and progress towards the actions and goals set out in Part I of the plan. It is proposed that this be undertaken collaboratively by re-convening themed working groups to provide context and continuity. Questions to be considered by working groups may include: What actions have been achieved since 2007? How effectively has the management plan guided management, prioritisation and decision-making on the Heath? How can we measure success?
9. Structure  
Review the effectiveness of the structure of the management plan. Working groups may consider the following questions: What are the reasons for Part II and III remaining incomplete for several themes? How has this affected management of these themes and values? What can we learn from the approach applied to Natural Landscape? How can we embed the strategic objectives at the delivery level?

#### 10. Relevance

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

#### 11. Engagement

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

#### 12. Evaluation

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

### **Corporate & Strategic Implications**

13. Review of the Hampstead Heath Management Plan will be in accordance with relevant corporate policies and in reference to the Corporate Plan, Open Spaces Business Plan and the Community Strategy. A number of implications have been considered in proposing the above approach to the review of the current management plan, as set out below.
14. A completion date of January 2018 aligns well with the Corporate business planning schedule, with key actions, projects and programmes able to be prioritised in the 2018/19 Open Spaces 3-year Business Plan.
15. The timeframe also aligns with the Open Spaces Service Based Review and enables key changes to service delivery models to be reflected in the renewed strategic plan and management framework.
16. The development timeframe coincides with the conclusion of the Hampstead Heath Ponds Project in 2017 and provides an opportunity for engaging the Heath community about the future of the Heath, looking beyond the debate arising from the Ponds Project.

### **Implications**

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

## **Conclusion**

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

## **Appendices**

- None

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