



Hampstead Heath, Highgate Wood and Queen's Park Committee

Date: MONDAY, 15 MAY 2017

Time: 1.45 pm

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

Members: Karina Dostalova
Anne Fairweather
Deputy John Tomlinson
Deputy Clare James
Michael Hudson
Ruby Sayed
Oliver Sells QC
William Upton
Councillor Melvin Cohen (London Borough of Barnet)
Rachel Evans (RSPB)
Councillor Sally Gimson (London Borough of Camden)
John Beyer (Heath and Hampstead Society)
Sam Cooper (English Heritage)
Maija Roberts (Ramblers' Association/Open Spaces Society)

Enquiries: Alistair MacLellan
alistair.maclellan@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm

N.B. Part of this meeting may be subject to audio-visual recording

**John Barradell
Town Clerk and Chief Executive**

AGENDA

Part 1 - Public Agenda

1. **APOLOGIES**
2. **MEMBERS DECLARATIONS UNDER THE CODE OF CONDUCT IN RESPECT OF ITEMS ON THIS AGENDA**
3. **ORDER OF THE COURT OF COMMON COUNCIL**
To note the Order of the Court of Common Council dated 27 April 2017, appointing the Committee.

For Information
(Pages 1 - 2)
4. **ELECTION OF CHAIRMAN**
To elect a Chairman in line with Standing Order 29.

For Decision
5. **ELECTION OF DEPUTY CHAIRMAN**
To elect a Deputy Chairman in line with Standing Order 30.

For Decision
6. **MINUTES**
 - a) Hampstead Heath, Highgate Wood and Queen's Park Committee (Pages 3 - 10)

To agree the public minutes and summary of the meeting held on 30 January 2017.
 - b) Hampstead Heath Consultative Committee (Pages 11 - 20)

To receive the draft minutes of the meeting held on 13 March 2017.
7. **APPOINTMENTS TO COMMITTEES 2017/18**
Report of the Town Clerk – *to follow*.

For Decision
8. **OPEN SPACES & HERITAGE BUSINESS PLAN 2017/18**
Report of the Director of Open Spaces.

For Decision
(Pages 21 - 70)

9. **HAMPSTEAD HEATH, HIGHGATE WOOD, QUEEN'S PARK RISK AND RISK MANAGEMENT**
Report of the Director of Open Spaces.

For Decision
(Pages 71 - 96)

Hampstead Heath

10. **SUPERINTENDENT'S UPDATE**
Superintendent of Hampstead Heath to be heard on Hampstead Heath matters.

For Decision
(Pages 97 - 106)

11. **HAMPSTEAD HEATH AND HIGHGATE WOOD CAFÉS LEASE OPTIONS APPRAISAL**
Report of the Superintendent of Hampstead Heath.

For Decision
(Pages 107 - 160)

12. **PARLIAMENT HILL FIELDS LIDO CAFÉ - LEASE AWARD REPORT**
Report of the Superintendent of Hampstead Heath.

For Decision
(Pages 161 - 168)

13. **GOLDERS HILL PARK ZOO VISION & COLLECTION PLAN**
Report of the Superintendent of Hampstead Heath.

For Decision
(Pages 169 - 180)

14. **MODEL BOATING POND ISLAND - OPTIONS APPRAISAL**
Report of the Superintendent of Hampstead Heath.

For Decision
(Pages 181 - 190)

15. **MANAGEMENT OF THE HIGHGATE AND HAMPSTEAD PONDS**
Report of the Superintendent of Hampstead Heath.

For Decision
(Pages 191 - 206)

16. **HAMPSTEAD HEATH EDUCATION PROGRAMME PROGRESS REPORTS -
JANUARY-MARCH 2017**

To receive the Hampstead Heath Education Programme Progress Reports for the period January-March 2017.

For Information
(Pages 207 - 210)

Highgate Wood & Queen's Park

17. **SUPERINTENDENT'S UPDATE**

Superintendent of Hampstead Heath to be heard on Highgate Wood and Queen's Park matters.

For Information

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

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

Part 2 - Non-Public Agenda

20. **EXCLUSION OF THE PUBLIC**

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

For Decision

21. **NON-PUBLIC APPENDIX TO ITEM 12 [PARLIAMENT HILL FIELDS LIDO CAFÉ -
LEASE AWARD REPORT]**

To receive the non-public appendix to Item 12.

For Information
(Pages 211 - 212)

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

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

PARMLEY, Mayor	RESOLVED: That the Court of Common Council holden in the Guildhall of the City of London on Thursday 27th April 2017, doth hereby appoint the following Committee until the first meeting of the Court in April, 2018.
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HAMPSTEAD HEATH, HIGHGATE WOOD & QUEEN'S PARK COMMITTEE

1. **Constitution**

A Non-Ward Committee appointed pursuant to the London Government Reorganisation (Hampstead Heath) Order 1989 consisting of not fewer than 18 Members in the following categories:-

- not fewer than 12 Members elected by the Court of Common Council, at least one of whom shall have fewer than five years' service on the Court at the time of their appointment
- the Chairman and Deputy Chairman of the Open Spaces & City Gardens Committee (ex-officio)
- plus, for the consideration of business relating to Hampstead Heath only, at least six representatives who must not be Members of the Court of Common Council or employees of the City of London Corporation and at least six of whom are to be appointed as follows:-
 - one after consultation with the London Borough of Barnet
 - one after consultation with the London Borough of Camden
 - one after consultation with the owners of the Kenwood lands
 - three after consultation with bodies representing local, ecological, environmental or sporting interests

The Chairman of the Committee shall be elected from the City Corporation Members.

2. **Quorum**

A. For Hampstead Heath business the quorum consists of seven Members, at least one of whom must be a non-Common Council Member.

B. For Highgate Wood and Queen's Park business the quorum consists of three Members.

3. **Membership 2017/18**

- 3 (3) Keith David Forbes Bottomley, Deputy *for three years*
- 5 (4) Karina Dostalova
- 2 (2) Anne Helen Fairweather, *for two years*
- 2 (2) John Tomlinson, Deputy, *for three years*
- 7 (3) Clare James, Deputy
- 3 (2) Michael Hudson
- 1 (1) Ruby Sayed
- 1 (1) Oliver Sells, Q.C.
- 1 (1) Matthew Upton
- Vacancy
- Vacancy
- Vacancy

Together with the ex-officio Members referred to in paragraph 1 above and the following representatives from outside organisations:-

Heath and Hampstead Society	-	John Beyer
English Heritage	-	Vacancy
Royal Society for the Protection of Birds	-	Rachel Evans
London Borough of Barnet	-	Councillor Melvin Cohen
London Borough of Camden	-	Councillor Sally Gimson
Ramblers' Association/Open Spaces Society	-	Maija Roberts

4. **Terms of Reference**

To be responsible, having regard to the overall policy laid down by the Open Spaces & City Gardens Committee, for:-

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

Hampstead Heath

- (b) devising and implementing the City of London Corporation's policies and programmes of work in relation to Hampstead Heath (registered charity no. 803392) (and, in fulfilling those purposes, to have regard to any representations made to it by the Hampstead Heath Consultative Committee) in accordance with the London Government Re-organisation (Hampstead Heath) Order 1989;
- (c) exercising all the City of London Corporation's powers and duties relating to Hampstead Heath, including those set out in Regulation 5 of the London Government Re-organisation (Hampstead Heath) Order 1989, or in any Act or Statutory Instrument consolidating, amending or replacing the same;

Highgate Wood & Queen's Park

- (d) devising and implementing the City of London Corporation's policies and programmes of work in relation to Highgate Wood and Queen's Park (registered charity no. 232986)) (and, in fulfilling those purposes, to have regard to any representations made to it by the Highgate Wood Joint Consultative Committee and the Queen's Park Joint Consultative Group) in accordance with the provisions of the Highgate Wood and Kilburn Open Spaces Act 1886;

Consultative Committees

- (e) appointing such Consultative Committees and Groups as are considered necessary for the better performance of its duties including, but not limited to, a
 - Hampstead Heath Consultative Committee
 - Highgate Wood Joint Consultative Committee
 - Queen's Park Joint Consultative Group

HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE **Monday, 30 January 2017**

Minutes of the meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee held at Committee Rooms, 2nd Floor, West Wing, Guildhall on Monday, 30 January 2017 at 1.45 pm

Present

Members:

Virginia Rounding (Chairman)
Karina Dostalova (Deputy Chairman)
Jeremy Simons
Deputy John Barker
Revd Dr Martin Dudley
Anne Fairweather
Michael Hudson
Clare James
Professor John Lumley
Barbara Newman
Deputy John Tomlinson
Rachel Evans (RSPB)
Councillor Sally Gimson (London Borough of Camden)
John Beyer (Heath and Hampstead Society)

Officers:

Fern Aldous	-	Town Clerk's Department
Carl Locsin	-	Town Clerk's Department
Alison Elam	-	Chamberlain's Department
Bob Warnock	-	Superintendent of Hampstead Heath
Richard Gentry	-	Open Spaces Department
Sue Ireland	-	Director of Open Spaces
Declan Gallagher	-	Open Spaces Department

1. APOLOGIES

Apologies for absence were received from Keith Bottomley, Councillor Melvin Cohen (London Borough of Barnet), and Maija Roberts (Ramblers' Association/Open Spaces Society).

The Chairman thanked Philip Wright for his service to the Committee and wished him well in his new role, and welcomed John Tomlinson to his first meeting.

The Chairman welcomed Colin Buttery who will be taking up the post of Director of Open Spaces from 1 March 2017.

The Chairman informed the Committee of the sad sudden death of Glyn Roberts, a Duty Lifeguard at Hampstead Heath for the past 25 years. The Committee passed on their condolences to his family and wished his colleagues well.

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

Clare James declared a non-pecuniary interest in Item 6 of the agenda regarding the proposal for an Eruv.

3. **MINUTES**

3.1 **Minutes from the Hampstead Heath, Highgate Wood and Queen's Park Committee**

RESOLVED – That the minutes of the meeting held on 21 November 2016 be approved as an accurate record, subject to the following amendments:

Item 3.3 – Amend resolution to read “the minutes of the Highgate Wood Joint Consultative Committee be noted”

Item 3.4 – Amend resolution to read “the minutes of the Queen’s Park Joint Consultative Group be noted”

Item 4 – The word “appeal” to be inserted to read “The applicant at the Water House has submitted an appeal against the refusal to grant planning permission.”

Item 7 – “Messaria” to be “Massaria”.

Item 16 – The word “budget” to be inserted to read “The provisional 2017/18 budget be approved for Submission to the Finance Committee”.

Matters Arising

Open Spaces Bill

It was reported that there was the possibility that a further meeting of the Opposed Bill Committee would be held to discuss the Kennel Club addition to the Bill.

Special Meetings

It was confirmed that a special meeting of the Queen’s Park Joint Consultative Group had been held on 16 January 2017. A special meeting of the Highgate Wood Committee would be planned for March 2017.

3.2 **Minutes of the Hampstead Heath Consultative Committee**

RESOLVED – That the draft minutes of the meeting held on 9 January 2017 be noted.

Matters Arising

Restructure of Culture, Heritage and Libraries

It was reported that a change had been made to the management structure of the Culture, Heritage and Libraries Department which had resulted in responsibility for Keats House, Tower Bridge and the Monument moving to the

Open Spaces Department on 1 February 2017. The Superintendent of Hampstead Heath will be responsible for Keats House. This would not affect the remit of the Management Committee, as responsibility for its oversight would be retained by the Culture, Heritage and Libraries Committee.

3.3 Minutes of the Queen's Park Joint Consultative Group - To Follow

RESOLVED – That the minutes of the special workshop held on 16 January 2017 be noted.

4. TERMS OF REFERENCE

The Committee considered a report of the Town Clerk concerning their Terms of Reference. Members discussed the differences between “Committees” and “Groups” and it was agreed the Terms should be amended to allow for flexibility in the naming of the Highgate Wood and Queen’s Park Committees.

RESOLVED – That the Terms of Reference be amended as below

Consultative Committees

(e) Appointing such Consultative Committees as are considered necessary for the better performance of its duties including a

- Hampstead Heath Consultative Committee
- Highgate Wood Joint Consultative Committee
- Queen’s Park Joint Consultative Group

To become

Consultative Committees

(e) Appointing such Consultative Committees and Groups as are considered necessary for the better performance of its duties including, but not limited to, a

- Hampstead Heath Consultative Committee
- Highgate Wood Joint Consultative Committee
- Queen’s Park Joint Consultative Group

5. RESOLUTION FROM THE POLICY AND RESOURCES COMMITTEE

The Committee discussed a resolution from the Policy and Resources Committee concerning the election of Chairman and Deputy Chairman to Sub-Committees.

Members felt that the resolution did not present a democratic method for nominating an alternative Member to become Chairman of the Consultative (Sub-) Committees in lieu of the Chairman, and felt it could be considered as “patronage”. It was noted that the appointment of the Chairman to the Hampstead Heath Consultative Committee was governed by The London Government Reorganisation (Hampstead Heath) Order 1989. The precedent resolved by the Committee appointed the Deputy Chairman to the remaining position on the Committees. It was felt the resolution was too prescriptive and that Committees should be able to determine the best method to build in flexibility.

RESOLVED – That the Committee do not endorse the resolution of the Policy and Resources Committee.

6. SUPERINTENDENT'S UPDATE

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

Staffing

The Director of Open Spaces, Sue Ireland, was due to retire at the end of February, and her replacement Colin Buttery was in attendance at the meeting. The Committee wished to thank the Director for her outstanding leadership and dedication to the Department over her years of service.

Cafés

Meetings of the Café Working Party were ongoing, with the next meeting due to be held in February 2017. The Working Party had been presented with the report detailing the results of the engagement and consultation process and were discussing the outcomes from the survey.

Service Standards were being developed against the outcomes and Performance Indicators would be drafted to assist the leaseholders to understand what they are being asked to provide and to establish a mechanism for the City and the leaseholders to jointly monitor performance. The next steps were detailed to be:

- A workshop in February to develop the Service Standards
- Service Standards presented to the Consultative Committee in March for discussion
- A report to be presented to the Management Committee in May on the draft Service Standards and options for the café leases.

The Lido café would be run on a different timescale to allow for a provider to be in place by summer 2017. A separate survey had been conducted, a short-term lease would be offered with flexibility to extend through the winter season. The lease would then be brought into the same timescale as the four other cafés. In response to a query from a Member, it was noted that the tender process should be as simple as possible to not deter small businesses from applying.

Eruv

Two sites were under consideration for the installation of an Eruv. It was noted the Consultative Committee were supportive of the proposals in principle but were concerned about the visual impact of the structures required. A detailed land registry search had been conducted to determine the ownership of the land that would be affected by the proposal at Windmill Hill.

Members discussed the possibility for the in-filling of hedges on Hampstead Lane as an alternative to fence installation, as planning consent may not be required for this. It was confirmed that the possibility was being further

explored; however, shading from overhanging trees often prevented growth. It was confirmed that the cost of the works and maintenance would be covered by the applicant. The City Corporation would not be contributing financially.

It was reported that the application at Windmill Hill had been submitted to the London Borough of Camden; however, the Highgate and Muswell Hill application was still in consultation. The amended, less visually intrusive, designs would be submitted to the Consultative Committee for re-consideration.

Planning

- The Water House appeal hearing would be taking place on 21st March 2017 and it was anticipated it would last for two days with a third for a site visit. Counsel had been appointed to present the case, and technical witnesses on the environmental impact would be heard.
- It was confirmed that a representation would still be submitted against the application at 114-120 West Heath Road.
- A representation had been made against the Heath House Planning Application, which was still to go to Camden Development Control Committee.

A Member (London Borough of Camden) updated the Committee on the application for William Ellis School. The Ribbon Building would now be a floor lower, due to budgetary constraints, and it was felt this would be beneficial in lessening the visual impact on the Heath.

London Borough of Camden Community Infrastructure Levy (CIL)

A number of bids had been submitted for the money allocated to Hampstead Town Ward, including some relevant to the Heath, and three submitted by the City Corporation. The Superintendent had requested that bids affecting the Heath being considered at this time be postponed as the applications had not been scrutinised by either the Consultative or Management Committee. The three bids submitted by the Superintendent had not been progressed.

A Member (London Borough of Camden) informed Members that the successful bids had been for Keats Community Library and Burgh House. It was reported that no other wards had available funds.

In response to a query from a Member, the Superintendent confirmed that projects funded by a successful application for CIL money would still need to complete the Corporation's Project Gateway procedure.

Constabulary

In response to a query from a Member, the Superintendent confirmed that the victim surcharge which made up a proportion of the fine for offenders went to a fund to support victims of crime, and not individuals. As such, the surcharge was still raised against crimes not involving a victim.

Petition

The Superintendent informed Members that an online petition was being promoted requesting a memorial bench for George Michael be erected on the

Heath. The petition currently had 1200 signatures, and was one of ten relating to the pop star currently in circulation. Members felt that the waiting list for benches should be strictly followed and exceptions should not be made.

Land at Vale of Health

The Heath and Hampstead Society were preparing to submit a joint bid for the land at the Vale of Health with the aim that the land becomes part of the Heath.

RESOLVED – That members support the appointment of a provider for the Lido Café, on a lease or licence basis, for summer 2017, with the option to extend the arrangement until 12 January 2018.

7. GATEWAY PROJECTS - EAST HEATH CAR PARK, PEGGY JAY CENTRE & ADVENTURE PLAYGROUND AND THE HIVE

The Committee considered a report of the Superintendent of Hampstead Heath outlining three projects at Gateway 2 of the project approval process.

East Heath Car Park

The Car Park currently posed a risk to health and safety as the aggregate surface was often washed on to East Heath Road in wet weather. Temporary coir matting rolls also presented a hazard. The project sought to address these issues by resurfacing the area, and options for a suitable material were being explored. Although gravel was seen as a sustainable option it was not thought to be suitable for the site, which has a 1:10 gradient. Members noted the necessity and urgency of the work. The bid for the project would be going to Corporate Priorities Board to seek funding for the works.

The Committee wished to thank Officers from the London Borough of Camden for their support in managing the encroachment of aggregate on the Public Highway.

Peggy Jay Centre and Outdoor Play Centre

It was reported that the play equipment at the Centre needed updating and several items have had to be taken out of use. A feasibility study would be conducted on new equipment; the focus would be on learning-based and natural play.

The Hive

It was reported that the learning space at the Lido was inadequate for the needs of the Learning Team. It was proposed that two underutilised changing rooms at the Hive be converted to classrooms, and the building upgraded at the same time. A Member asked that the design reflect the character and history of the building.

RESOLVED - That the Committee support and agree the proposed capital projects.

8. **KENWOOD YARD - DESIGN FOR HARD STANDING AND SURFACE WATER DRAINAGE IMPROVEMENTS**

The Committee received a report of the Superintendent of Hampstead Heath outlining the design for hard standing and surface water drainage improvements at Kenwood Yard. It was reported that the current surface presented a hazard to the many staff who were based at the Yard and did not allow for efficient water drainage. A new asphalt and reinforced concrete surface would be installed, strong enough to cope with the large skip vehicles required to come on site. The City's framework contractor had given an initial quote, and the project would now go out for tender. Members acknowledged the need for the work to take place.

RESOLVED – That the Committee acknowledge and support the proposed works to Kenwood Yard.

9. **PONDS PROJECT LANDSCAPE PROGRESS REPORT**

The Committee received a report of the Superintendent of Hampstead Heath updating them on the final stages of the Ponds Project. It was anticipated that better weather in the spring will allow the aquatic planting, marginal planting and wildflower meadows to establish. A petition of 5097 signatures was still being promoted, to prevent public access to the island at Model Boating Pond. The Superintendent would investigate the various options, including dividing the island, and present them to the meeting of the Consultative Committee in March.

The Director of Open Spaces reported that the project would be used as an example of best practice at an upcoming meeting of the Summit Group.

RESOLVED – That the report be noted.

10. **REVIEW OF EVENTS PROGRAMME 2016 AND PROVISIONAL EVENTS PROGRAMME 2017**

The Committee considered a report of the Superintendent of Hampstead Heath updating them on the 2016 events programme and presenting the proposed 2017 programme. Members discussed the mission statement for the events programme, which currently stated that events should promote health and wellbeing. It was felt the statement should reflect modern preferences for events and determine why events should be held on the Heath. The statement could then be used for publicity purposes.

Members further discussed the future of the Fairs on the Heath, their long history and how they could be adapted to be more attractive to Heath users. Regular meetings were held with the Showmen's Guild to discuss the issue.

In response to a query from a Member, it was confirmed that the 2017 events diary would be launched at the Easter Fair.

RESOLVED – That the proposed 2017 Events Programme be approved.

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

There were no questions.

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

There was no other business.

13. **EXCLUSION OF THE PUBLIC**

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

14. **NON-PUBLIC MINUTES**

RESOLVED – That the non-public minutes of the meeting held on 21 November be approved as an accurate record.

15. **NON PUBLIC APPENDIX TO ITEM 12**

The Committee received the non-public appendix to Item 15 detailing the income from the 2016 events programme and the draft predicted income from the 2017 season.

RECEIVED

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

There were no non-public questions.

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

There was no non-public urgent business.

The meeting ended at 3:15pm

Chairman

Contact Officer: Fern Aldous
fern.alldous@cityoflondon.gov.uk

HAMPSTEAD HEATH CONSULTATIVE COMMITTEE **Monday, 13 March 2017**

Minutes of the meeting of the Hampstead Heath Consultative Committee held at Parliament Hill Conference Room, Parliament Hill Staff Yard, Parliament Hill Fields, Hampstead Heath, NW5 1QR on Monday, 13 March 2017 at 7.00 pm

Present

Members:

Virginia Rounding (Chairman)
Karina Dostalova (Deputy Chairman)
Nick Bradfield (Dartmouth Park Conservation Area Advisory Committee)
Dan Braverman (Heath Hands)
Tony Ghilchik, representing Colin Gregory (Hampstead Garden Suburb Residents' Association)
Michael Hammerson (Highgate Society)
Dr Gaye Henson (Marylebone Birdwatching Society)
John Hunt, representing John Etheridge (South End Green Association)
Helen Payne (Friends of Kenwood)
Thomas Radice (Heath and Hampstead Society)
Susan Rose (Highgate Conservation Area Advisory Committee)
Steve Ripley (Rambler's Association)
Ellen Solomons (Vale of Health Society)
Ellin Stein (Mansfield Conservation Area Advisory Committee)
David Walton (Representative of Clubs using facilities on the Heath)
John Weston (Hampstead Conservation Area Advisory Committee)

Officers:

Fern Aldous	-	Town Clerk's Department
Carl Locsin	-	Town Clerk's Department
Bob Warnock	-	Superintendent of Hampstead Heath
Laura Fergie	-	Open Spaces Department
Declan Gallagher	-	Open Spaces Department
Meg Game	-	Open Spaces Department
Lucy Gannon	-	Open Spaces Department
Richard Gentry	-	Open Spaces Department
Tom Lowry	-	Open Spaces Department
Esther Sumner	-	Open Spaces Department

1. APOLOGIES

Apologies for absence were received from Harunur Rashid (Black and Ethnic Minorities Community Representative) and Simon Taylor (Hampstead Rugby Club).

The Chairman welcomed Tony Ghilchik (Hampstead Garden Suburb Resident's Association in place of Colin Gregory) and John Hunt (South End Green Association in place of John Etheridge) to the meeting.

The Chairman also welcomed Ellen Solomons who had replaced Stuart Purvis as the representative for the Vale of Health Society and thanked Stuart for his hard work on the Committee over the past three years. The Chairman also thanked Joanne Mould who had retired from the London Wildlife Trust.

It was noted that the meeting was being filmed by students from City, University of London.

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

There were no declarations of interest.

3. **MINUTES**

3.1 **Hampstead Heath Consultative Committee Minutes**

RESOLVED - that the minutes of the meeting held on the 9 January 2017 be approved as an accurate record, subject to the following amendments:

Heath Hands Age Profile

- "those 54-65 made up 28%" *to become* "56-65 made up 28%"
- "those under the age of 55 had risen from 39% to 44%" *to become* "those aged 55 and under had risen from 44% to 61%".

Matters Arising

Walks

An expanded programme of guided walks had been introduced, including management and conservation walks and walks for those new to the area.

Fundraising

A variety of fundraising activities to commemorate Glyn Roberts and to raise money for the British Heart Foundation were being planned including Lifeguards running the London Marathon and concert on the 9 July at the Parliament Hill Bandstand.

3.2 **Hampstead Heath, Highgate Wood and Queen's Park Committee Minutes**

RESOLVED - That the minutes from the Hampstead Heath, Highgate Wood and Queen's Park Committee be noted.

3.3 **Hampstead Heath Sports Advisory Forum Minutes**

The Superintendent informed the Committee of an amendment to the Sports Advisory Minutes from the meeting on the 6 February to correct the number of current members from 19 to 25. A Member (London Council for Sport and Recreation) reported that there was concern about the long term sustainability of the clubs given current membership levels.

RESOLVED – That the minutes of the Sports Advisory Forum held on 6 February 2017 be noted.

4. **HEATH HANDS SUMMARY REPORT FEBRUARY 2017**

A Member (Heath Hands) updated the Committee on recent Heath Hands activity. It was reported that a Special General Meeting had taken place on 23 February 2017. At the meeting Members had unanimously approved the proposal for the group to become a “Charitable Incorporated Organisation”, and this was due to come into effect during 2017. The Member reported that the Trustees had approved a policy on the use of reserves, most of which would be allocated to cover risks and the remainder of which would be spent over the next three years on ordinary course activities and specific projects. Grants had also been sought for the delivery of an outreach project to increase the diversity of users of the Heath and membership of Heath Hands.

It was further reported that Heath Hands had surpassed 10,000 hours of volunteering in a year for the first time and had been able to deliver more sessions than the previous year, making the sessions less crowded and more enjoyable.

Members discussed potential reasons behind the increase in Membership which was not obvious and seemed to be for a variety of reasons. It was felt that this area that would be worth Heath Hands investigating to capitalise on the reasons and further increase the number and diversity of members. Advertising would be increased on a small scale in the coming months, including better utilising existing noticeboards.

In response to a query from a Member it was reported that Heath Hands did want to increase their work with those training to work in open spaces and in conservation, but that Heath Hands was not set up to work on its own with children under 16 years of age.

The Committee thanked the Heath Hands for their ongoing work.

RESOLVED – That the report be noted.

5. **SUPERINTENDENT'S UPDATE**

The Superintendent updated the Committee on recent management and operational activity at the Heath since January. The following points were noted:

Management Plan

It was reported that consultants have been appointed to undertake the engagement process to develop a community vision for Hampstead Heath. This is a key stage in the preparation of the 2018 Plan. John Beyer (Heath & Hampstead Society representative on the Hampstead Heath, Highgate Wood and Queen's Park Committee) and Richard Sumray (London Council for Sport and Recreation representative) had volunteered to provide local advice to the consultants as they undertake the community engagement project during April and May 2017.

Capital Projects

The three capital projects reported to the last meeting of the Committee, including the East Heath Car Park, had cleared Gateway 2 of the City Corporation projects process at the Project Sub-Committee.

Golders Hill Park Zoo

The Committee considered recommendations in regards to the regeneration of the Golders Hill Park zoo. Members were informed that the current stock at the zoo was a mix of native and non-native species, and had been compiled from what was available from surplus stock lists when vacancies occurred. The proposal was to renew the collection to create a narrative of British natural history, with species that were or are native to Britain alongside invasive species which were now resident. There would be a particular focus on wildlife that can be found on the Heath. It was noted that there was only a small number of mammals that would fit into this narrative (30 native mammals to the British Isles, of which 17 were bats). Examples of the species that would be included in the programme were Muntjac deer (introduced/invasive) and reindeer (native but no longer resident).

Members were supportive of the proposal and believed it was unique to the London area. It was felt there was more work to be undertaken on the desired outcomes from the renewal.

In response to a query from a Member in relation to the number of school trips that visit the zoo it was reported that although it was not possible to predict that the number of visits would increase, the quality of the visits would be greatly improved. It was confirmed the curriculum for Key Stage 2 and 3, which dictated that adaptation to the environment be taught, could be covered by almost any species.

It was asked that the zoo promote the wider ecological corridor and importance of wildlife supporting measures beyond the Heath. Officers reported that interpretation would make up a large part of the regeneration, and the Department's Learning Team had had critical input into the proposal.

In response to a query from a Member (Heath & Hampstead Society), the Committee discussed the disposal and replacement of the existing exhibits. It was reported that the Lemurs would be kept until they died of natural causes as they could not be rehomed. Members queried what would happen when there was a single lemur left, and were informed that a number of options would have to be considered.

The redevelopment of the zoo would take between five and ten years to complete and careful planning would be required to ensure enclosures were suitable for current exhibits during the transition. A Member (London Council for Sport and Recreation) proposed that fundraising for the scheme be sought from external sponsors. They further proposed that the outcomes expected from the renewal be strengthened in the face of growing opposition to keeping animals in captivity.

Cross Country Running

The Superintendent reported that both the Southern Counties Cross Country Championships and the North West London Young Athletes Cross Country League fixture had been successful and favourable weather had reduced the impact on the Heath. The Sports Advisory Forum would be reviewing both events at the May meeting.

Cycling

Members considered access for cyclists on the Heath and the maintenance and design of dual access paths. There was a discussion on whether commuter cyclists should be encouraged on to the Heath, and the pros (reducing vehicle numbers and pollution levels on roads surrounding the Heath along with encouraging healthy lifestyles) and cons (disruptive and potentially dangerous to pedestrians using shared use paths) were debated. Consequently, the Superintendent suggested that the wider issue of cycling should be considered under the discussion on the development of the new Management Plan, and proposed that the specific proposal that had been received should be deferred until this had been finalised. It was recognised there were strong lobby groups on both sides of the argument. A Member (Heath & Hampstead Society) believed that the issue was being revisited too soon after a long debate and conclusion on the matter had been reached approximately 10 years ago, however the Superintendent felt that the matters had not been formally concluded and the context of the discussion needs to be broadened and therefore the issue may warrant further consideration.

It was asked that both Transport for London and the Royal Parks be consulted on any future discussion.

Eruv

The Superintendent had met with the applicant to discuss the reservations of the Committee (and the Grand Committee) about an increase in the visible built environment around the Heath. The applicant was investigating revising the proposal so that the wire would be attached to existing lamp columns, with a single column required at Judge's Walk, the planning application for which would be monitored.

A Member (Hampstead Garden Suburb Residents' Association) queried which thickness of wire had been confirmed for the scheme, as, unlike the thicker wire available, the thin wire was not visibly intrusive. The Superintendent undertook to confirm this with the applicant.

Drones

A guidance document for the use of drones of the Heath has been developed after consultation with both internal and external parties. The document has been designed to be easy to use by staff and distribute to our visitors and interested parties. The guidance stated that if a drone carried surveillance equipment then permission for its use would need to be sought from the Civil Aviation Authority (CAA) and the landlord (the City of London Corporation). If the drone did not carry surveillance equipment, was below a certain weight and

was being used responsibly then its use on the Heath was permitted in line with the relevant Air Navigation Order Schedule.

Members expressed concern that the noise generated from drones had not been considered in the guidance. Officers suggested to the Committee that any drones creating noise could possibly be dealt with under the nuisance byelaw, officers would investigate this option further. It was asked that if it was considered a nuisance, this be stated in the guidance. Members felt that the City Corporation should have a policy above that of the regulations which did not permit any drone usage except in exceptional circumstances. The Superintendent clarified that the guidance could not state anything that was not enforceable, and it was decided that a statement explaining that drones were banned in most circumstances be included at the forefront of the guidance, and that the Heath was a place of peace and tranquillity for the enjoyment of all.

The Superintendent undertook to amend the guidance prior to the Management Committee meeting in May.

Benches

Recommendations to be included in a policy for the provision and management of bench dedications were presented. It was proposed that the standard period of sponsorship of memorial benches on the Heath should continue to be ten years. Dedications that were not renewed after ten years would be offered to applicants on the waiting list. It was felt that an initial exercise to contact the families of current dedications would significantly reduce the current waiting list of 120 applicants. The Superintendent confirmed that the waiting list was closed in 2016 and that a cap would remain in place in the interim, pending finalisation of the policy. In response to a query from a Member, it was thought that bench dedications made over twenty years ago would extend for the life of the bench. The majority of these benches have reached the end of their functional life and will be replaced with new benches which will be made available for re-dedication. A member queried the report's recommendation that the total number of benches across the Heath continues to be limited at current levels (approximately 550) and suggested that this may need further consideration. It was felt that the report's recommendation for regular review of the schedule of locations would enable timely consideration of the placement, distribution and number of benches in each area. The Superintendent confirmed that overall, current provision is adequate.

Planning

The following points were noted:

- **Heath House:** Representations had been sent in against the development and the application had subsequently been withdrawn.
- **Water House:** the development had been due to go to appeal, however the applicant had withdrawn shortly before as the house was being sold.
- **114 West Heath Road:** The City had submitted an objection to the London Borough of Barnet Finchley and Golders Green Area Planning Committee; however the application had been approved. There was concern about the effects of the development of the roots of a veteran

tree within Golders Hill Park, with a higher level of tree root protection being advised by Corporation Officers.

- **84 West Heath Road:** The London Borough of Barnet has issued a planning enforcement for the former care home to be converted into a school known as Heathside High. A change of use application was not required if the development included boarding; the school had until August 2017 to fulfil this criteria. There had been concerns about the use of Golders Hill Park by Heathside High schoolchildren, however, the Operational Services Manager reported they had caused no damage and were using the park in accordance with the principles set out in the Management Plan.
- **William Ellis School:** The works at the school would need re-scoping to allow it to be delivered within the £36.2million budget. Planning consent for the proposal will expire in June 2018. A request had been submitted for the use of the existing path to the side gate of the school whilst the work was ongoing.

Members expressed concern that the City Corporation's knowledge of planning applications was being restrained and that they were not being consulted on about major applications with a significant impact on the Heath. The example of Jack Straw's Castle was given, and Members felt that a significant Community Infrastructure Levy could be expected from the project. The Superintendent proposed developing closer links to Barnet Council and their Planning Officers to increase the intelligence the City Corporation held on upcoming developments.

Art Installation

The Good, The Bad and The Ugly installation had now been removed. There had been a proposal for an installation named "*The Awakening 2*" to be displayed at the Heath, and further work was being undertaken with the artist to establish dimensions and logistics, before a proposal was put before the Committee.

RESOLVED – That the report be noted, and that the views of the Committee be conveyed to the Hampstead Heath, Highgate Wood and Queen's Park Committee.

6. CAFE OPTIONS APPRAISAL

The Committee considered a report of the Superintendent of Hampstead Heath detailing the options for the café leases.

Over 2,000 people had completed a survey which had formed part of the engagement and consultation process, and this had assisted the Café Working Party in the development of the performance indicators. It was proposed that the existing tenant's leases be extended for a further 3 years.

A Member (London Council for Sport and Recreation) queried the indicator for the café being a "community hub", and felt this was hard to define and potentially unfair on the leaseholders. A Member (Highgate Conservation Area Advisory Committee) who was a member of the Café Working Group reported

this was an important indicator to the group, and that it encompassed how welcome customers from diverse backgrounds felt in using the cafés. It was agreed this could be expanded and better defined.

The Superintendent undertook to investigate whether indicator 3.3 (“Prices benchmarked to 6-8 other local cafes ...”) could factor in a comparison of the rents the cafés paid, as this could skew the results in favour of those with low prices and low rents. It was further confirmed that the undertaking of surveys was factored into the Performance Indicators; the feedback of any survey would be discussed with the tenant, however the results of those surveys would not be considered as a measurement of performance as part of the property lease.

The Committee were supportive of the proposal to extend the leases of the current occupiers for three years, but considered the transition period to the new lease in January 2018 vital to the successful introduction of performance indicators with the existing tenants. It was noted that the current occupiers shouldn't be disadvantaged by the restriction on making large capital investments. The Superintendent confirmed that another engagement exercise would be held when the leases were due to expire

RESOLVED – That the report be noted, and that the views of the Consultative Committee regarding the extension of the café leases be conveyed to the Hampstead Heath, Highgate Wood and Queen's Park Committee.

7. **MODEL BOATING POND OPTIONS APPRAISAL**

The Committee discussed a report of the Superintendent of Hampstead Heath which set out a number of options for the future management of the island in the Model Boating Pond. The report recommended Option 3b the division of the island for birds and people. There had been 5,333 supporters for a petition to reserve the island as a bird sanctuary. Members debated the options and the following points were made:

- The Marylebone Bird Watching Society supported Option 2 (creating a sanctuary) as the aim of the organisation was to protect birds.
- The Hampstead Heath Society also supported Option 2 as they felt that the heavy footfall of opening the island to people would damage tree roots, defeating the purpose of its creation. They were not supportive of a compromise.
- A Member (London Council for Sport and Recreation) was supportive of the recommended Option 3b and argued that flexibility should be built into the decision so reviews could be undertaken.
- However, another Member (Hampstead Conservation Area Advisory Committee) argued that this strategy could cause reputational damage, if a decision that was taken needed to be reversed.
- A Member (Hampstead Garden Suburb Resident's Association) supported Option 1, as the Boating pond was the only one on the Heath exclusively for the people. However, he would also be happy to support Option 3b.

- The Highgate Society had been supportive of Option 3b, however the Member representing them was concerned about this approach given the arguments that had been made against it. The amount of use the island was likely to attract could result in a large litter problem, and it was concerning that birds that had roosted in the recovery period for the island could be disturbed in carrying out the scheme.
- A Member (South End Green Association) thanked the Officers for their consideration in deciding the future of the island. He felt that the reasoning given in the report for the creation of the causeway was not sufficient and felt that its presence contravened the management plan objective to “enhance the nature conservation value” of the ponds. The causeway was aesthetically out of place and users would not expect one to be there. He felt that the pond could still be used for fishing and model boating if the island were reserved for wildlife. He therefore supported Option 2.

In response to a query from a Member, Officers confirmed that the position of the reserve area under Option 3b had been determined by the position of the vertical edge, which was the only place suitable for angling.

The Senior Ecologist reported that the island had so far seen low levels of bird habitation.

In summarising the debate, the Chairman acknowledged the range of views on offer and noted that, due to the need for a recovery period for the plant life on the island to establish, the decision on its future was not pressing. It was acknowledged that further work needed to be undertaken on the impact of the proposals on the trees, and Members were supportive of deferring the decision for the time being.

RESOLVED – That the report be noted, and that the views of the Committee concerning the model boating pond island be conveyed to the Hampstead Heath, Highgate Wood and Queen’s Park Committee.

8. **PONDS PROJECT MANAGEMENT**

The Committee received a report of the Superintendent updating them on the ongoing management of the ecological works which formed part of the ponds project. In response to a query from a Member concerning the mowing of the causeway, Officers confirmed that a meeting was due to be held with the Dam Supervising Engineer.

RESOLVED – That the report be noted.

9. **OPEN SPACES BUSINESS PLAN**

The Committee received a report of the Superintendent presenting them with a proposed summary of the updated Business Plan. The Chairman reiterated that the commitment to the “golden thread” ensured that input from the Committee would inform the work of the Open Spaces Department.

A Member (London Council for Sport and Recreation) asked for greater consistency in quality being stressed as a deliverable.

RESOLVED – that the report be noted and that the views of the Committee be conveyed to the Hampstead Heath, Highgate Wood and Queen's Park Committee.

10. **QUESTIONS**

There were no questions.

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

There was no other business.

12. **DATE OF NEXT MEETING**

The dates of the next meetings were noted to be:

The meeting ended at 9.25 pm

Chairman

Contact Officer: Fern Aldous
fern.aldous@cityoflondon.gov.uk

Committees:	Dated:
Open Spaces & City Gardens	12 May 2017
West Ham Park	12 May 2017
Epping Forest & Commons	15 May 2017
Hampstead Heath, Highgate Wood & Queen's Park	15 May 2017
Open Spaces & City Gardens	17 July 2017
Subject:	Public
Open Spaces & Heritage Business Plan 2017/18	
Report of:	For Decision
Colin Buttery, Director of Open Spaces	
Report author:	
Esther Sumner, Business Manager	

Summary

Business plans are reviewed annually and cover a three year period. Following incorporation of the Tower Bridge, Monument and Keats House parts of the Culture, Heritage & Libraries Department into the Open Spaces Department on 1 February 2017, the Open Spaces Departmental Business Plan now reflects this broader range of activity under the heading "Open Spaces & Heritage"

The proposed business plan reflects the changes being made corporately to business planning, in particular the renewed focus on outcomes.

This report also presents an early draft of the Corporate Plan 2018-23 to give Members an opportunity to provide informal feedback before wider consultation on the plan takes place in the autumn with staff, partners and other external stakeholders.

Recommendation

Members are asked to:

- Approve the Open Spaces & Heritage Business Plan

Main Report

Background

1. A new framework for corporate and business planning is currently being developed, led by the City Corporation's Head of Corporate Strategy and Performance. The aim is for all the work carried out by or supported by the City Corporation to contribute to one overarching mission. This will be achieved by:
 - Identifying the overarching mission and the specific outcomes that support it in the refreshed Corporate Plan;
 - Ensuring that all the work carried out by departments, including projects and development plans, contributes to delivery of the outcomes in the refreshed Corporate Plan, and is included in their business plans;

- Enhancing the “golden thread”, such that everything we do and develop is captured within appropriate departmental business plans, team plans, and individual work plans;
 - Developing a culture of continuous improvement, challenging ourselves about the effectiveness of what we do and the value we add.
2. As this new approach involves parallel changes to a number of high-level processes, it will take 2-3 years to be fully implemented, so how plans are presented to Members is likely to develop during this time.

Departmental Business Plans

3. Revised departmental business planning documentation is being introduced in response to Member requests for consistency of presentation across the organisation, and a desire to see a succinct statement of key ambitions and objectives for every department. For this year, we have introduced new standardised high-level summary departmental plans. These will also allow corporate Committees and Sub Committees to see what is being proposed and delivered across the organisation as a whole.
4. Prior to the March Common Council elections, where meeting dates permitted, departments presented high-level departmental plans for discussion with their Service Committees. Following feedback from Members and Chief Officers, the standard template for these high-level plans has been finalised. As well as key information on ambitions, budget and planned outcomes, the template requires departments to include information on their plans for cross-departmental and departmental projects, development of the department’s capabilities, and a horizon-scan of future opportunities and challenges.
5. Further work will also take place on monitoring and reporting against the agreed outcomes at both corporate and departmental levels. This responds to Members’ demands for more focussed and meaningful performance measures which concentrate on outcomes and impact rather than just outputs and activity. Ways in which reporting can become streamlined will also be considered.

Open Spaces & Heritage Business Plan

6. A title of “Open Spaces & Heritage” for the Open Spaces Department’s Business Plan has been adopted to reflect the widening of the department’s activities to include Tower Bridge, Monument and Keats House. Colleagues across the Department have enthusiastically welcomed their new colleagues and the teams are looking forward to closer collaboration and exploring the synergies that exist across the department. It was therefore thought to be helpful to draw the activities of the whole department into a single business plan.
7. The new approach to business planning has required departments to state their ambitions in addition to objectives and activities. The ambitions proposed within the business plan are intended to reflect the full scope and outcomes of our activities and therefore encompass our ecological work, our outcomes for people, our role ensuring that our landscape and heritage assets are both protected and accessible, and the leadership we can contribute within our sectors. The services objectives proposed have been amended from the previous plan to

reflect the broadened scope of the department and to reflect our ambitions. An objective on efficiency, equalities and workforce satisfaction has been included to assist us in meeting our ambitions and focuses on how we are undertaking our activities.

8. A series of performance indicators were developed to support last year's Open Spaces Business Plan. The relevant indicators for Tower Bridge, Monument and Keats House have been drawn into this year's plan. Work is being undertaken to move from output based monitoring to outcomes.

Corporate Plan 2018-23

9. In parallel with the development of the high-level departmental plans, work has continued on developing a refreshed Corporate Plan for 2018-23. This will include a mission statement which is specific and relevant to the City Corporation; ambitious long-term outcomes against which we can measure our performance.
10. Draft 15-year ambitions developed by Chief Officers in the People, Place and Prosperity Strategic Steering Groups have been edited into three broad strategic objectives, aligned with a draft mission. Twelve draft outcomes are grouped under these objectives to form the basis of the refreshed plan. To support the development of this plan a new Corporate Strategy Network of senior officers has been established. Through this network, information on current activities has been gathered from all departments and is being aligned with the high-level departmental plans and the emergent Corporate Plan outcomes.
11. A draft of the Corporate Plan is presented at Appendix 4 to give Members an opportunity to provide feedback on the plan before it is discussed at the informal meeting of the Resource Allocation Sub Committee in June. The draft mission, strategic objectives and grouped outcomes are on the first page of the draft plan. The second page describes the strategic principles, competencies and commitments that underpin how we will go about delivering the outcomes.
12. Members will have a further chance to comment on the Corporate Plan at Service Committees and in other working groups in the autumn.
13. Formal consultation will also take place with staff, partners and other stakeholders from September.
14. Officers are aiming to seek full Member approval of the Corporate Plan 2018-23 from the Court of Common Council prior to publication before the start of the 2018/19 financial year. Once the refreshed Corporate Plan has been approved, there will be closer alignment between the Corporate Plan and departmental business plans; for example departmental plans will explicitly refer to the relevant outcomes from the Corporate Plan.

Corporate & Strategic Implications

15. Business plans demonstrate the link between the corporate plan and the activities of the department. The Open Spaces Business Plan contributes to:

- SA2: To provide modern, efficiency and high qualities local services, including policing, within the Square Mile for workers, residents & visitors
- SA3: To provide valued services, such as education, employment, culture and leisure to London and the nation
- KPP2: Improving the value for money of our services within the constraints of reduced resources
- KKP4: Maximising the opportunities and benefits afforded by our role in supporting London's communities
- KKP5: Increasing the outreach and impact of the City's cultural, heritage and leisure contribution of the life of London and the nation

16. These relationships are mapped within appendix 1 of the business plan.

Implications

17. **Equalities:** Objective 5 makes specific reference to equalities, and this is being met by the establishment of a new equalities board within the department which will lead on ensuring that our services are accessible and inclusive to all. The department is committed to meeting its obligations under equalities legislation and will facilitate the application of best practice amongst staff.

18. **Finance:** 2017/18 is the final year of the 3 year savings programme which started in 2015/16. The department decided to meet these savings requirements through a projects and programmes approach. This approach is continuing within the department and it intended to use it in continuing to seek further efficiencies. The Department will continue to focus on value for money in terms of economy (how much things cost); effectiveness (the results of our activities) and efficiency (the relationship between cost and outcomes).

19. The Open Spaces Bill is an important component in a number of agreed proposals. The Bill is continuing to progress through Parliament and it has been necessary to substitute some savings in the short term.

Conclusion

20. The Open Spaces & Heritage Business plan demonstrates how the department will meet its ambitions and objectives over the coming years. The Business Plan is being circulated to all relevant Committees during May, before returning to Open Spaces & City Gardens in July to approve any proposed changes.

Appendices

- Appendix 1 - Open Spaces & Heritage High Level Summary Business Plan
- Appendix 2 - Open Spaces & Heritage Business Plan 2017/18
- Appendix 3 – Performance Indicators
- Appendix 4 – Draft Corporate Plan

Appendices 3-6 of the Business Plan are available on request

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We protect our treasured green spaces for people & wildlife and ensure our outstanding heritage assets are protected, accessible & welcoming

Our ambitions are that:

- Our habitats are ecologically thriving and diverse 🍀
- Our places for play, learning, tranquillity, cultural experiences, enjoyment, wellbeing and exercise are high quality, inclusive and accessible to all 🌟
- Our heritage is preserved and we share history and stories through our spaces and buildings 🌟
- We provide leadership which is grounded in our innovative practices, knowledge and expertise ☆

What we do is: Protect and provide access to green space, preserve heritage, share the story of London, and provide valued and affordable burial and cremation services in a beautiful heritage environment:

	Expenditure (£000)	Income (£000)	Net cost (£000)
City Gardens	2277	379	1898
Epping Forest	7416	1512	5904
Hampstead Heath, Highgate Wood, Queen's Park & Keats House	11464	3116	8348
Monument	535	665	-130
The Commons (Burnham Beeches, Stoke Common and City Commons)	2905	366	2539
Tower Bridge	6881	5796	1085
West Ham Park	1381	142	1239
City of London Cemetery & Crematorium	5195	4656	539
Total	38054	16632	21422

Our budget is:

Service Objectives:

- Protect and conserve the ecology, biodiversity and heritage of our sites. 🍀🌟☆
- Embed financial sustainability across our activities by delivering identified programmes and projects and continuously developing income generating endeavours. 🌟
- Enrich experiences by providing high quality, welcoming and engaging, visitor, educational and volunteering opportunities. 🌟☆
- Improve the health and wellbeing through access to green space and recreation 🌟 ☆
- Improve service efficiency and workforce satisfaction 🌟

Corporate programmes and projects

- Ensure efficient use of property and reduction in maintenance costs (Operational Property Review) 🌟
- Introduce more effective ways of working (Accommodation & Ways of Working Programme) 🌟
- Support the development of asset management plans and master plans for each site 🌟

What we'll measure:

Service outcomes

- Ecological condition 🍀
- Visitor experience 🌟
- Green Flags and Green Heritage awards 🍀🌟🌟
- Knowledge of learning participants 🌟
- Intention of learning participants to visit again 🌟
- Volunteering participation and experience 🌟
- Condition of heritage assets 🌟🌟

Departmental programmes and projects

- Ensure our services are inclusive, accessible and welcoming to all (Equalities Board) ⚡
- Continuously develop the visitor offer at the department's heritage attractions in terms of content, processes, technology and customer service ⚡*
- Increase participation and improve management of sports (Sports Programme) ⚡
- Protect our open spaces and generate income from Wayleaves Programme*
- Develop and deliver fundraising options (Fundraising Board) *
- Increase income generation and ensure appropriate and transparent charging (Promoting our Services Programme) *
- Deliver opportunities arising from improved management capability from the Open Spaces Bill *
- Reduce energy usage and increase energy generation capacity (Energy Efficiency Programme) *
- Reduce fleet operating and maintenance costs (Fleet Programme) *

How we plan to develop our capabilities this year

- Improve our understanding and demonstration of impact, including improving the collection and utilisation of appropriate and informative data ⚡*
- Review and improve our approach to consultation and engagement ⚡
- Embrace and implement new technologies to modernise and enhance business processes ⚡
- Structured approach to reviewing of departmental policies ☆
- Participate in sector research and share expertise ⚡
- New department – develop our synergies, improve practices, welcome new comers ☆
- Culture – focusing on departmental collaboration and sharing of expertise ☆

What we're planning to do over the following years

- Explore and develop options for Wanstead Flats and Bunhill Fields ⚡*
- Establish a fully accessible education facility at Tower Bridge ⚡*
- Achieve a stand-alone visitor centre at the Monument ⚡*
- Develop the cultural profile of the department's heritage attractions ⚡*
- Use GIS to support management of sites and enhance visitor information ⚡
- Develop and implement a fundraising strategy for the parts of the department operating as Charitable Trusts ⚡*
- Develop a sustainable model for delivering learning ⚡*
- Complete the process of land registration ⚡*

What we'll measure:

Service outputs

- Number and market share of burials and cremations *
- Sports played and efficiency of use: tennis, golf, football ⚡
- Customer service standards ⚡*

Operational

- Accreditations *
- Staff satisfaction *
- H&S accident investigation*
- Sickness absence *
- Utility consumption*
- Electricity generation*
- Website visits and social media engagement ⚡

Financial

- Income*

Open Spaces & Heritage Business Plan 2016/17-2019/20
2017/18 refresh

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Introduction

This year is an exciting year for the Open Spaces & Heritage Department, as the department expanded on 1 February 2017 to include Tower Bridge, Monument and Keats House; and on 1 March 2017, Colin Buttery joined the Department as Director of Open Spaces. To reflect and celebrate this broadened responsibility, this business plan refers to “Open Spaces and Heritage”.

2017/18 is also the last year in which we deliver the savings we committed to deliver over the period 2015/16-17/18. The department chose to deliver its savings through a series of cross cutting programmes that considered issues of service standards, delivery methods, efficiency and effectiveness. These programmes have worked well in allowing us to deliver the required savings but have delivered far beyond this aim in terms of promoting cross departmental working which has allowed staff to share skills, knowledge and experience. There is an on-going need to deliver efficiency savings from 2018/19 onwards, and we will continue to utilise the programme approach to challenge ourselves.

Our mission is to protect our treasured green spaces for people & wildlife and ensure our outstanding heritage assets are protected, accessible, & welcoming.

Our departmental ambitions are that:

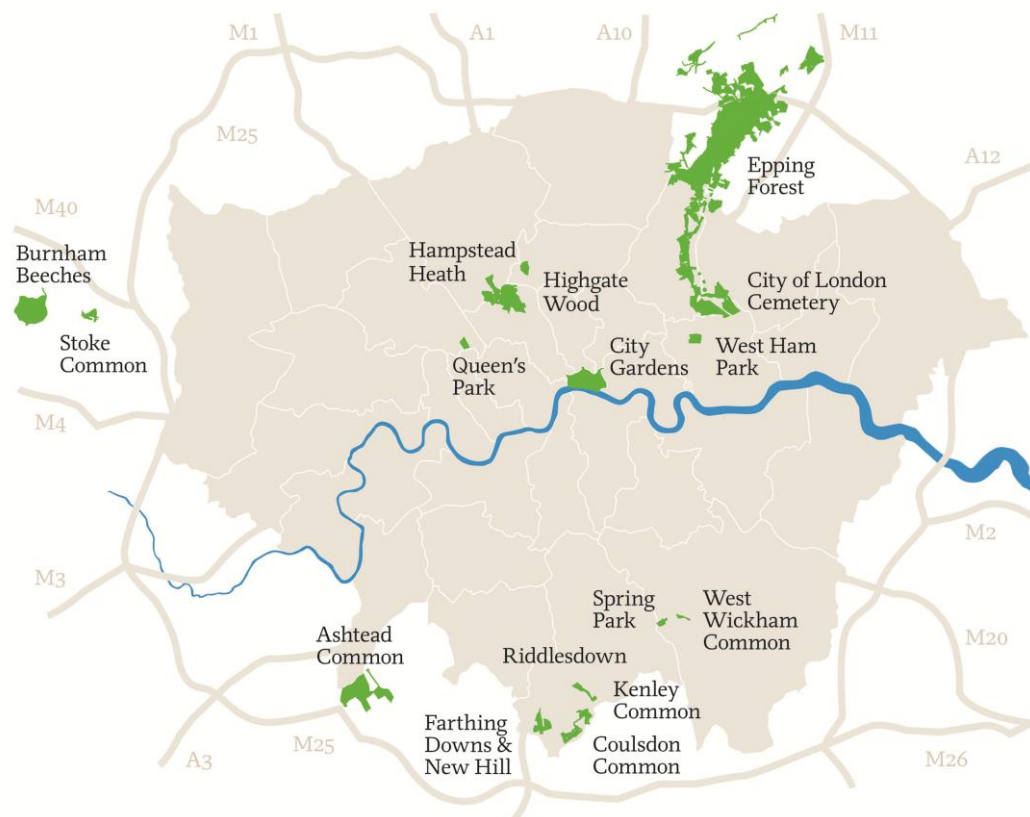
- Our habitats are ecologically thriving, and diverse
- Our places for play, learning, tranquillity, cultural experiences, enjoyment, wellbeing and exercise are high quality, inclusive and accessible to all
- Our heritage is preserved and we share history and stories through our spaces and buildings
- We provide thought leadership which is grounded in our innovative practices, knowledge and expertise

We will deliver our ambitions and mission through our service objectives and projects, and by fostering a collaborative culture within the department to support the utilisation of expertise and knowledge.

Context

Tower Bridge, Monument and Keats House were moved from the Culture, Heritage & Libraries Department to the Open Spaces & Heritage Department in February 2017. The Department is assessing how to maximise the value of the synergies between our functions and how to make best use of this opportunity to reflect on what services we provide and how we maximise our outcomes.

The City of London Corporation through the Open Spaces & Heritage Department owns and manages 10,930 acres (4,500 hectares) of historic and natural green space in and around London, attracting over 23 million visits each year. These green spaces include Epping Forest, Highgate Wood, Burnham Beeches, Hampstead Heath, West Wickham Common, City Gardens, Queens Park and West Ham Park as well as the City of London Cemetery and Crematorium. These Open Spaces are integral to the service that the City of London offers to the community of London and beyond. The map below shows the location of the City's Open Spaces across London and neighbouring Counties.



Tower Bridge and Monument are also located within the City of London. Tower Bridge is the most famous bridge in the world. It was opened in June 1894 after eight years of construction. Today the Bridge is a Grade 1 listed building. It is both a working bridge and a significant tourist destination. The tourism and hire functions must be managed alongside the statutory requirement to raise the bridge to provide access to and egress from the Upper Pool of London. Tower Bridge Exhibition welcomes around 800,000 visitors each year.

The Monument was built to commemorate the Great Fire which devastated the City of London in 1666. It was designed by Sir Christopher Wren and Dr Robert Hooke and constructed 1671-77. It receives in the region of 200,000 visitors a year.

Keats House is the former home of the Romantic poet John Keats. It is now a museum and poetry centre. It is an independent charity. In 2015/16, Keats House received over 30,000 visitors. The neighbouring building, 10a Keats Grove, is managed by Keats House and houses an independent, volunteer-run, community library service.

Departmental Structure and Governance

The department is comprised of seven divisions:

1. Cemetery and Crematorium
2. Parks and Gardens (West Ham Park and City Gardens)
3. Directorate
4. Epping Forest
5. Hampstead Heath, Highgate Wood, Queens Park and Keats House
6. The Commons (Burnham Beeches, Stoke Common and City Commons)
7. Tower Bridge & Monument

Local Authority Functions, Charitable Trusts and the Bridge House Estate

City Gardens (our green spaces which are located within the boundaries of the City of London) and the Crematorium and Cemetery (which is located on the borough boundaries of Redbridge and Newham) operate as local authority functions and are funded by City Fund.

The other Open Spaces are charitable trusts and are funded by the City of London through City's Cash. Keats House is also a charity funded through City's Cash. There are nine charitable trusts in total and each has its own specific charitable objectives ([appendix 3](#)).

The nine charitable trusts are:

1. Epping Forest
2. Ashted Common
3. Burnham Beeches and Stoke Common
4. Coulsdon and Other Commons
5. West Ham Park
6. Hampstead Heath
7. West Wickham Common and Spring Park
8. Highgate Wood and Queen's Park
9. Keats House

The Monument is funded from City's Cash and generates a surplus.

The maintenance of Tower Bridge is funded from Bridge House Estates. The tourism business at Tower Bridge is also funded from Bridge House Estates. This activity must break even or produce a financial surplus.

Decision Making

The Open Spaces & Heritage Department reports to seven Committees:

1. Open Spaces and City Gardens Committee
2. Epping Forest and Commons Committee
3. Hampstead Heath, Highgate Wood and Queen's Park Committee
4. West Ham Park Committee
5. Port Health and Environmental Services Committee
6. Culture, Heritage & Libraries Committee
7. Planning & Transportation

The Open Spaces and City Gardens Committee provides the strategic direction for the City of London's open spaces. The other open space Committees are responsible for the ownership and management of the various open spaces; devising and implementing the City of London's Policies as Conservators whilst having due regard to representations made by the relevant consultative committees. The chart below shows the association between the different committees and Open Spaces & Heritage senior officers.

The Culture Heritage & Libraries Committee is responsible for the management of the tourism and events functions at Tower Bridge, the Monument and Keats House. The Planning & Transportation Committee is consulted in regard to the operation of Tower Bridge.

Information about the different committee governance is provided in [appendix 4](#).

City of London Corporate Objectives

The City of London's Corporate Plan 2015-19 is the organisation's main strategic planning document, providing a framework for the delivery of our services.

Vision

The City of London Corporation will support, promote and enhance the City of London as the world leader in international finance and business services, and will maintain high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation.

Core Values

- CV1** The best of the old with the best of the new - Securing ambitious and innovative outcomes that make a difference to our communities whilst respecting and celebrating the City's traditions and uniqueness, and maintaining high ethical standards.
- CV2** The right services at the right price - Providing services in an efficient and sustainable manner that meet the needs of our varied communities, as established through dialogue and consultation.
- CV3** Working in Partnership - Building strong and effective working relationships - both by acting in a joined-up and cohesive manner, and by developing external partnerships across the public, private and voluntary sectors - to achieve our shared objectives.

Strategic Aims

- SA1** To support and promote The City as the world leader in international finance and business services.
- SA2** To provide modern, efficient and high quality local services, including policing, within the Square Mile for workers, residents and visitors.
- SA3** To provide valued services, such as education, employment, culture and leisure, to London and the nation.

Key Policy Priorities

- KPP1** Supporting and promoting the UK financial based services sector throughout the world for the benefit of the wider UK economy.
- KPP2** Improving the value for money of our services within the constraints of reduced resources.
- KPP3** Engaging with London and national government on key issues of concern to our communities such as transport, housing and public health.
- KPP4** Maximising the opportunities and benefits afforded by our role in supporting London's communities.
- KPP5** Increasing the outreach and impact of the City's cultural, heritage and leisure contribution to the life of London and the nation.
- KPP6** Preventing and combating economic crime and fraud throughout the UK.

Elected Members are in the process of revising the Corporate Plan and it is anticipated that the new Corporate Plan will be agreed in March 2018.

Departmental Objectives and Outcomes

The department established five objectives as part of the business planning process. The objectives have been reviewed and amended this year to reflect the changing remit of the department. New actions have been added to reflect the changes to the department and areas of progress.

OSHD1	Protect and conserve the ecology, biodiversity and heritage of our sites.
OSHD2	Embed financial sustainability across our activities by delivering identified programmes and projects and continuously developing income generating endeavours.
OSHD3	Enrich experiences by providing high quality and engaging, visitor, educational and volunteering opportunities.
OSHD4	Improve the health and wellbeing of the community through access to green space and recreation
OSHD5	Improve service efficiency and workforce satisfaction

Management Plans and Divisional Visions

Many of the open spaces have their own site specific management plans. These describe the important features of each site and some set out a vision and direction for the site's future management. Some divisions also have their own divisional management plan that links to the vision and objectives of the Department and City of London as well as the annual business plan to the day to day management of the division. Tower Bridge and the Monument have a divisional business plan. Keats House has a forward plan for October 2016-March 2020.

[Appendix 5](#) lists the visions arising out of these divisional and site specific management plans.

The Business Plan provides an important strategic link between the goals of the City as set out in the Corporate Plan and the activities of the department. The Business Plan also reflects Management Plans and legislative requirements. The Business Plan focuses on high level strategic issues and priorities whereas divisional plans or business plans set out local issues and operational plans.

An outcomes based approach

The City is moving towards an outcomes based approach for business planning and the revision of the corporate plan. Measuring outcomes is important as it allows us to consider and demonstrate the effectiveness of our work. This will also allow us to identify those practices which are effective and those which need improvement. In order to measure outcomes, we need to be very clear about what we are seeking to achieve.

The indicators which were approved as part of last year's iteration of the Business Plan (2016/17-19/20) were a mix of output indicators (i.e. how many people attended) and outcomes (i.e. did people derive a specific benefit from attending). As this revision of the business plan is further developed, we will be seeking to shift further towards outcomes rather than outputs. Given that measuring outcomes can be extremely

challenging, we anticipate that the process of transition from output to outcomes will take several years. As this plan is developed, we would welcome feedback from staff, Members and stakeholders on our outcomes and our approach to measuring them.

Key Actions: 2016 to 2021

The Department has five objectives which help us deliver our charitable objectives. In order to deliver these over the next five years the following fifteen key actions have been identified. [Appendix 1](#) details the milestones, success measures, lead officers and partners associated with delivery of these actions.

OSHD1: CONSERVE AND IMPROVE THE ECOLOGY, BIODIVERSITY AND HERITAGE OF OUR SITES

To deliver this objective we will:

- a) Continue to develop and implement strategies that direct the management of our open spaces
- b) Develop and implement effective water management plans
- c) Develop a long term Wanstead Park conceptual options plan
- d) Deliver the Kenley Revival project
- e) Develop arising opportunities from Museum Accreditation at the View
- f) Evaluate and deliver heritage interpretation and preservation projects to improve visitor experiences and understanding

OSHD2: EMBED FINANCIAL SUSTAINABILITY ACROSS OUR ACTIVITIES BY DELIVERING IDENTIFIED PROGRAMMES AND PROJECTS AND CONTINUOUSLY DEVELOPING INCOME GENERATING ENDEAVOURS

To deliver this objective we will:

- g) Deliver our Programmes and Projects, some of which will deliver the agreed departmental savings
- h) Work with City Surveyors to deliver the outcome of the operational property assets review for realisation of income and reduction in revenue expenditure
- i) Actively engage in key corporate procurement opportunities
- j) Ensure sustainable and affordable provision of the Cemetery and Crematorium service
- k) Implement the new online/onsite retail strategy and structure at Tower Bridge to increase income
- l) Mitigate the effects of DBE's street scene environmental enhancement works on the tourism business at the Monument throughout 17/18
- m) Progress a stand-alone visitor centre at the Monument to increase admissions and retail income
- n) Develop sustainable income generation opportunities at Keats House

OSHD3: ENRICH EXPERIENCES BY PROVIDING HIGH QUALITY AND ENGAGING, VISITOR EDUCATIONAL AND VOLUNTEERING OPPORTUNITIES

To deliver this objective we will:

- o) Deliver the Learning Programme across the Department
- p) Develop volunteering across our sites

- q) Achieve a new fully accessible learning facility onsite at Tower Bridge
- r) Continuously develop the visitor experience at heritage attractions in terms of content, processes, technology and customer service

OSHD4: IMPROVE THE HEALTH AND WELLBEING OF THE COMMUNITY THROUGH ACCESS TO GREEN SPACE AND RECREATION

To deliver this objective we will:

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

OSHD5: IMPROVE SERVICE EFFICIENCY, EQUALITIES AND WORKFORCE SATISFACTION

To deliver this we will:

- u) Ensure the health and welfare of our skilled and motivated staff
- v) Make more effective use of IT and adopt 'smarter' ways of working
- w) Conduct policy reviews to ensure effectiveness and consistency where appropriate in our approaches to key issues
- x) Ensure our green spaces and heritage assets are welcoming, accessible and inclusive to all
- y) Support the development of asset management plans and master plans for each site

Performance indicators

To assist in developing and driving a performance management culture across the service and advance the approach of 'continuous improvement' a number of performance indicators were set. These indicators are SMART and challenging and set targets for the next three years. These performance indicator targets should be reviewed annually and future year's targets considered against the previous year's annual performance.

32 performance indicators have been proposed. These have been grouped under the Departmental objectives. Behind these Departmental indicators will sit divisional indicators which inform the departmental performance. This range of indicators has expanded on the basket included in the 2015/18 business plan and have been chosen to reflect our broad range of services, the work of our Programmes Boards, finance, workforce development and customer satisfaction.

The performance indicators for 2016/17, 2017/18 and 2018/19 are detailed in [appendix 2](#).

As the City is working towards an outcomes based approach, we will need to adjust our indicators over time so that they focus on outcomes rather than outputs or inputs. The department recognises that in some areas, such as sport, where a facility rather than service is provided, this is particularly challenging. In such cases we may demonstrate outcomes using external research.

Our People

The Open Spaces & Heritage Department currently has over 435 employees. These posts are located across many sites around Greater London and beyond in offices, visitor attractions and depots. The range of roles is varied and captures the diverse array of services that we provide with officers in roles from arborists to administrators, ecologists to estate managers, gravediggers to grazing officers and lifeguards to litter pickers.

The City's appraisal and performance management framework is used to identify the learning and development needs of staff. Learning opportunities are offered through a range of approaches including workshops, courses, seminars, events, continuing professional development, shadowing, mentoring. This may be delivered in-house, on-line or externally.

A workforce plan was developed in 2016, and this will be refreshed to ensure that the Department has an effective workforce that is appropriately skilled to deliver the objectives within this Business Plan. . The Department continues to be committed to Investors in People.

The Department has also started some work to articulate its culture. Initial discussions have suggested a culture based around collaboration; passion for delivery; respect & openness and the importance of a just culture. Further work now needs to be undertaken with colleagues across the department to further understand, articulate and embed these values. A new programme of staff projects in place of the traditional staff conference will be used to distil and embed these values.

The Department is participating in the City of London Apprenticeships programme. It is anticipated that we will recruit to 23 newly created apprentice posts. These roles cover the diverse range of activities within the department, including horticulture, visitor services and administration.

A high level staffing structure is attached at [appendix 6](#).

Volunteering

We wish to encourage a shared sense of ownership over the green spaces we manage. One of the ways we do this is to recognise over 950 volunteers in a variety of activities from litter collection to caring for Dormice. As well as undertaking tasks and roles that support local management plan outcomes, we support volunteers to achieve confidence, wellbeing and connection with green spaces, which enriches our relationship with local communities.

All volunteer roles that support the achievement of departmental aims will be supported by Open Spaces resources and staff. Even unsupervised volunteering that takes place requires investment to develop the skills and experience of the volunteer, and prior agreement of responsibilities to ensure our duty of care. We take a measure of those volunteer hours that are directly supervised, indirectly supervised and unsupervised to value this staff time. In addition to recording volunteer hours, we are moving to focus on the positive impact that volunteer activity has on green spaces, the individual and their community.

Investing in a positive and productive culture of volunteering will enable volunteers to do more, more effectively. It will also broaden Open Spaces sphere of influence; bring insight into the communities with which we work; allow us access to more supporters, partners and funders; and develop us, as an organisation, in line with community and environmental priorities.

Finances

2017/18 is the final year of the 3 year savings programme which started in 2015/16. In meeting these savings, the Department needs to ensure that it is delivering its services in the most efficient and effective way and is increasing opportunities for income generation. A three year programme of savings was identified and these opportunities were be grouped into departmental cross cutting themed programmes. Within each programme a number of specific projects were identified with similar objectives. Over the course of 2015/16 and 2016/17, a number of the programmes have closed down or become business as usual.

The Programmes that Open Spaces proposing to deliver during 2017/18 are:

- Sports Programme
- City of London Corporation (Open Spaces) Bill
- Promoting Our Services Programme
- Energy Efficiency Programme
- Fleet and Equipment Review Programme
- Wayleaves Programme
- Lodges Review Programme
- Fundraising Programme
- Equalities and Inclusion Programme
- Policy Review Programme

Programme Boards were established to monitor progress and co-ordinate project delivery. These Boards include representatives from each impacted division as well as representatives from other relevant departments. Establishing cross-divisional Programme Boards and a project focussed approach to service improvement has begun to lead to officers working more collaboratively and supportively.

The Programmes and Project work continues to encourage and enable staff to share their experience, knowledge and skills. In future years as the organisation's resources reduce there will be an increasing need for staff to respond to internal and external influences. We will need to create new partnerships and secure external funding to develop new opportunities. Our services are likely to go through regular change and we need to manage the expectations of staff, Members and the public accordingly. We will continually be asking staff to challenge the way we

work and why we provide the services we do in the way that we do. We will be asking them to consider how we do things and ask if it could be done differently rather than 'that's how it's always been done'.

The Department will continue to focus on value for money in terms of economy (how much things cost); effectiveness (the results of our activities) and efficiency (the relationship between cost and outcomes). In doing this we will continue to focus/ on our service users and ensuring that our services are accessible, inclusive and welcoming to all. To support this we will complete a Test of Relevance" and if appropriate, an Equality Analysis, when considering any service changes.

Budget 2017/18

CITY CASH									
	Expenditure			Total expenditure	Income			Total income	Net position
	Local Risk	Central Risk	Recharges *		Local Risk	Central Risk	Recharges *		
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Bunhill Fields	115	0	234	349	0	0	0	0	349
Directorate	454	0	174	628	0	0	-628	-628	0
Epping Forest	4,027	444	2,945	7,416	-1,394	-18	-100	-1,512	5,904
Hampstead Heath	5,467	225	3,541	9,233	-1,195	-1,159	-95	-2,449	6,784
Highgate Wood	417	0	345	762	-51	-5	0	-56	706
Keats House	281	3	229	513	-87	-426		-513	0
Learning	385	0	0	385	-379	0	0	-379	6
Monument	429	0	106	535	-665	0	0	-665	-130
Queen's Park	596	16	344	956	-98	0	0	-98	858
The Commons	1,869	18	1,018	2,905	-343	0	-23	-366	2,539
West Ham Park	779	10	592	1,381	-134	-1	-7	-142	1,239
CITY FUND									
	Expenditure			Total expenditure	Income			Total income	Net position
	Local Risk	Central Risk	Recharges *		Local Risk	Central Risk	Recharges *		
Cemetery & Crematorium	2,889	0	2,306	5,195	-4,656	0	0	-4,656	539
City Gardens	1,379	0	549	1,928	-365	0	-14	-379	1,549
BRIDGE HOUSE ESTATES									
	Expenditure			Total expenditure	Income			Total income	Net position
	Local Risk	Central Risk	Recharges **		Local Risk	Central Risk	Recharges **		
Tower Bridge	5,776	98	1,007	6,881	-5,790	0	-6	-5,796	1,085

* Recharges include all central services - City Surveyor, HR, IT, Procurement, Policy & Democratic Services and Comptroller & City Solicitor

Equalities and Inclusion

The Department aims to ensure that all our services are inclusive, welcoming and accessible to all. The formulation of our policies and delivery of our services needs to be conducted in a manner that is transparent and aligned with the diverse needs of our residents, local businesses, service users and staff. We will deliver on our Public Sector Equality Duty (PSED), created under the Equality Act 2010, to eliminate unlawful discrimination, advance equality of opportunity and foster good relations. We will therefore consider the need to conduct equality analysis as part of the design of our policies and delivery of services.

To improve our understanding of our 'users' we will improve the collection, monitoring and analysis of appropriate equalities data across our sites. This will ensure a greater understanding of the needs of people with different protected characteristics that access and use our services. We will be establishing a programme board to be able to fully consider the impact of our services and policies on groups with protected characteristics, identify gaps in service provision and develop and implement actions to address these. The Equalities Programme Board will lead on this work.

Risk Management

The Open Spaces & Heritage Department manages risk through a Departmental risk register, divisional risk registers and risk assessments. Risks are managed on a divisional basis and each divisional management team is responsible for managing risks locally. Risks are escalated to the Departmental risk register to reflect those risks which cut across divisions, or which would have an impact which would be felt beyond the division. Risks are escalated to the Corporate Risk Register in accordance with the City of London's Risk Management Strategy.

Property and Asset Management

The Open Spaces & Heritage Department is the custodian of the City's open space land, while the City Surveyor is the strategic asset manager and is responsible for the maintenance of the buildings and other built infrastructure.

An operational review of the department's property assets was undertaken in early 2015/16. Each division is continuing to work with City Surveyors to progress the outcome of this review. Officers will continue to assess the Open Spaces portfolio and use of our property to ensure that the assets are being used efficiently and effectively. There was a particular focus on operational buildings in 2016/17, and this work will continue in 2017/18. We will work with the City Surveyors Department to develop Asset Management Plans and Master Plans for each site to support the delivery divisional objectives.

Energy Efficiency

In addition to our departmental Energy Efficiency programme, we will work with the Corporate Energy Board to deliver the emerging Corporate Energy Strategy.

Capital Projects

The table below provides broad information about projects that may require over £50k of capital expenditure in the next five years.

Brief description of potential project	Approx. cost (if known)	Indicative source of funding (e.g. City Fund, City's Cash, External)	Indicative timetable for project	OSH Owner	Corporate Project Group owner
New Cremators at Cemetery and Crematorium	£1 -3m	City Fund (Capital scheme) or lease	2020	Gary Burks	Michael Bradley
Embankment works at Burnham Beeches	£250k	Capital Project	2019/20	Andy Barnard	Roger Adams
Tower Wood Lodge, Burnham Beeches – 20 year plan	£250k	City's Cash	2020	Andy Barnard	Roger Adams
West Ham Park - Playground improvements	£500 - £700k	Part external funding if successful	2017/18	Martin Rodman	Michael Bradley
Landscape improvements for Bunhill Fields Burial Ground	£1-£5 million	External funding submission anticipated to – Parks for People, S106 –Islington	2017 – 19	Martin Rodman	Roger Adams
Churchyard Enhancement Programme in partnership with DBE	£5m +	HLF bid (by Diocese and St. Paul's Cathedral). Part match-funding through CIL (unallocated pot)	2016/17 to 2021/22 Potential for HLF stage 1 in 2017	Martin Rodman	Roger Adams
Tennis court resurfacing at Queen's Park	£90,000	City's Cash in addition to CWP and external funding	As determined by CWP programme	Bob Warnock	Nia Morgan
Lido Infrastructure	£1m	City's Cash	Submit Project Proposal Late 2016.	Bob Warnock	Nia Morgan
"The Hive" – Learning and Volunteering Centre (Ex -Football Changing Rooms)	£200k	City's Cash	2017/18	Bob Warnock	Nia Morgan
East Heath Car Park at Hampstead Heath –Resurface	£330k	City's Cash	2017/18	Bob Warnock	Nia Morgan
Hampstead Heath Play Improvements	£100k	City's Cash	2017/18	Bob Warnock	Nia Morgan

Resurface Hampstead Heath athletics track – 20 year plan	£300k	City's Cash	2016/17	Bob Warnock	Nia Morgan
Repairs to Hampstead Heath Pergola – 20 year plan	£250k	City's Cash	2017/18	Bob Warnock	Nia Morgan
WHP – deliver phase 2 actions from Conservation Management Plan	£1-3m	HLF Parks for people	2019 to 2021	Martin Rodman	Michael Bradley
Works at Wanstead Park, Epping Forest	££5m	Heritage Lottery Fund 'Parks for People' with match funding from City's Cash; CWP: Thames Water, Forest Fund and volunteer time.	2017 – 2022	Paul Thomson	Roger Adams
Wanstead park, Epping Forest – HLF bid by Friends of Epping Forest Parkland for interpretation works	£100K	HLF (Our Heritage)	HLF Stage 1 in February 2017	Paul Thomson	Roger Adams
Hill Wood Car Park, High Beach, Epping Forest	£50k	City's Cash	2017/18	Paul Thomson	Roger Adams
Car Park Charging Infrastructure at Various car parks	£50k	City's Cash	2017/18	Paul Thomson	Roger Adams
Capel Road Sports Pavilion, Wanstead Flats, Epping Forest	£250 to £500k	CWP and Sport England's Inspired Facilities Fund	2017/18	Paul Thomson	Roger Adams
Jubilee Retreat, Epping Forest	£170k	City's Cash and London Marathon Charitable Trust	2017/18	Paul Thomson	Roger Adams
Great Gregories Out wintering Facility	£30k	City's Cash and Heritage Lottery Fund	2017/18	Paul Thomson	Roger Adams
Information Points / Signage and Print Media	£50k	City's Cash and EU LEADER funding	2017/18	Paul Thomson	Roger Adams
Implement recommendations of the Conservation Management Plan, Highams Park, Epping Forest – CS gateway zero capital projects	Up to £10m	City Fund / External. Likely to be part funded by external grants after Wanstead Park applications	2020 – 2022	Paul Thomson	Roger Adams
Park Fencing, Wanstead Park, Epping Forest - CS Gateway zero capital projects	£180 to £350k	City Fund	2019/20	Paul Thomson	Roger Adams
Repairs to Grotto, Wanstead Park, Epping Forest - CS gateway zero	£120k	City Fund	2019/20	Paul Thomson	Roger Adams

capital projects					
'At risk' landscape, Wanstead Park, Epping Forest - CS gateway zero capital projects	£90k	City Fund	2019/20	Paul Thomson	Roger Adams
New fully accessible education centre at Tower Bridge	£350k	Bridge House Funds	2017/18	Chris Earlie	Steven Chandler
Replacement of heating system at Tower Bridge	£600k	Bridge House Funds	2017/18	Chris Earlie	Steven Chandler
New stand-alone visitor centre at the Monument	£1.6m	City's Cash	2018 – 2020	Chris Earlie	Steven Chandler
Keats House access improvements (paths, lighting, toilets)	£65,	City's Cash (CWP)/Community Infrastructure Levy fund	2017/18	Bob Warnock	Steven Chandler
Finsbury Circus Reinstatement	£3M	Cross Rail	2018/19	Martin Rodman	Roger Adams
WHP Nursery Project	TBC	City's Cash	2017 - 2019	Martin Rodman	Michael Bradley

Appendix 1 - Key Actions 2016 to 2021

This appendix shows our fifteen key actions over the next five years that will help us deliver our charitable and Departmental objectives and support the Corporation's achievement of the [Corporate Plan's](#) strategic aims and key policy priorities.

Please see key at bottom of tables.

Objective 1: Conserve and improve the ecology, biodiversity and heritage of our sites						
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Committee	Link to Corp' Plan
a) Continue to develop and implement strategies that direct the management of our open spaces	Development, drafting, consultation and final production of a range of management plans and strategies across the service.	Epping Forest Management Plan to committee for approval – Mid 2017	Epping Forest Management Plan actions being implemented	Epping Forest (EF) Project Officer	EFCC	KPP 3 KPP 5
		West Ham Park Management Plan 2018 - 2022 to Committee for approval - Dec 2017	West Ham Park Management Plan actions being implemented Achieve SBINC status for West Ham Park 2018/19	West Ham Park (WHP) Manager WHP Friends group London Borough Newham	WHPC	KPP 3 KPP 5
		City Gardens Management Plan 2017 – 2021 to committee for approval – April 2017	City Gardens Management Plan actions being implemented	City Gardens (CG) Manager	OSCG	KPP 3 KPP 5
		City of London Open Spaces Strategy (SPD) 2020-2025 to committee for approval – April 2020	City of London Open Spaces Strategy being implemented	Planning Officers CG Manager	OSCG	KPP 3 KPP 5

		Bunhill Fields Burial Ground Management Plan to Committee for approval – April 2020	Bunhill Fields Burial Ground Management Plan actions being implemented	CG Manager	OSCG	KPP 3 KPP 5
		Cemetery and Crematorium Conservation Management Plan to Committee for approval – 2017/18	Cemetery and Crematorium Conservation Management Plan actions being implemented	Cem & Crem Superintendent	PH	KPP 3 KPP 5
		Stoke Common Management Plan to Committee for approval – 2018	Stoke Common Management Plan actions being implemented	Conservation Officer	EFCC	KPP 3 KPP 5
		Hampstead Heath Management Plan to committee for approval – Spring 2018	Hampstead Heath Management Plan actions being implemented	NLOS Project Officer	HH	KPP 3 KPP 5
Page 45 (45)	Develop and implement effective water management plans	Complete the Hampstead Heath Ponds Project	Planting and landscaping works completed – Oct 2017	Visitor feedback Ecological monitoring	Bam Nuttall NLOS Superintendent Ponds Project Director Highgate Wood & Conservation & Trees Manager	HH KPP 4
	Progress delivery of the Burnham Beeches pond embankments project	Funding routes identified – 2017/18 Funding secured 2018-2020	Funding secured Embankments works delivered to the required standard within budget	Conservation Officer	EFCC	SA 3
c) Develop a long-	To identify and	Conceptual options plan	Committee approval	EF Operations	EFCC	SA3

term Wanstead Park conceptual options plan	prioritise opportunities for capital investment and potential changes in management to conserve, and/or restore many aspects of Wanstead Park	– Autumn 2017 Stakeholder consultation – Autumn 2017 Funding strategy – Autumn 2017 Project consultants engaged – Autumn 2017 Internal improvement works plan implemented – Autumn 2017 Funding obtained - 2019 Hydrological and other monitoring activity established - 2019 Capital and maintenance works plan prepared – 2019 Major capital works tendered and contractors appointed - 2019	received at appropriate stages. Direct works programme initiated. Conceptual Options plan agreed Costed capital and maintenance works plan agreed Funding secured Major capital works contractors appointed	team Built Environment		KPP 3 KPP5
d) Deliver the Kenley Revival project	To conserve the heritage associated with Kenley Airfield and inspire people to learn about, and engage with, the heritage.	Capital conservation works commence June and finish September 2017. Project completion - February 2019.	Structures conserved and removed from the Heritage At Risk Register. 10,600 hours of volunteering. Number of visits increased by 19,000 above year 1 baseline.	Head Ranger Kenley Airfield Friends Group Historic England.	EFCC	SA3 KPP 5
e) Develop arising opportunities from Museum Accreditation at	Following Museum Accreditation in 2017, , Complete collections rationalisation	Inventory and condition reports completed – March 2019	Achieve museum accreditation status Visitor Attraction	FCO: Heritage and Interpretation	EFCC	SA3 KPP 5

the View	programme Quantify visitor experience aspects of the museums accreditation		Quality Assurance Scheme awarded for The View	Head of Visitor Services		
f) Evaluate and deliver heritage interpretation and preservation projects to improve visitor experiences and understanding	Implement the next stages of the strategic Tower Bridge Interpretation Plan, which focuses less on mechanical processes and more on the stories, people and local history of the Bridge	Deliver the Engine Rooms content phase of the Tower Bridge Interpretation Plan and initiate the next phase in the Towers Realise the 'Walk of Fame' local heritage project at Tower Bridge	Visitor figures Publicity Income Visitor feedback	Head of Tower Bridge	CHL	

2024-25

Objective 2 Embed financial sustainability across our activities by delivering identified programmes and projects and continuously development income generating endeavours						
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Committee	Link to Corp' Plan
g) Deliver our Programmes and Projects, some of which will deliver departmental SBR savings	Develop and deliver and our Programmes and Projects: - Sports Programme - City of London Corporation (Open Spaces) Bill - Promoting Our Services Programme - Energy Efficiency Programme - Fleet and Equipment Review Programme	Highlight reports to SLT bimonthly Quarterly reports at OP & CG, WHP, EF&CC, HH,HW&QP committees. 'Four monthly' reports to Port Health and	Greater officer cross divisional /departmental working, sharing of knowledge and experience. Savings achieved: 17/18 = £769k On-going efficiency savings of 2% per	Various Programme Executives and Leads OSPSU SLT Other City Departments:	OSCG WHP EFCC HH PH	KPP 2 KPP 4 KPP 5

	- Wayleaves Programme - Lodges Review Programme - Fundraising Programme - Policy Review Programme - Equalities and Inclusion Programme	Environmental Services Committee Sept and Jan budget meetings Financial Year End.	annum	Comptroller and City Surveyors Remembrancers' City Surveyors Chamberlains Built Environment Town Clerks		
h) Work with City Surveyors to deliver the outcome of the operational property assets review for realisation of income and reduction in revenue expenditure	Alternative use realised for West Ham Park Nursery Committee reports for properties identified as surplus for disposal and/or letting	Reports produced for relevant committees. City of London Corporation (Open Spaces) Bill approved – 2018/19	Committee approvals granted. CS identify alternate use and properties removed from OS portfolio Additional income generated from surplus properties Additional burial space created	All Superintendents City Surveyors Remembrancers Comptroller & City Solicitors Local Planning Authorities Chamberlains	OSCG WHP EFCC HH PH	KPP 2 KPP 4
i) Actively engage in key corporate procurement opportunities	Active involvement in procurement process for City's new building, repairs and maintenance (BRM) contract	Input into BRM Customer Working Group – regular meetings up until July 2017 New contractor on site	Service received from new BRM contract is appropriate and fit for purpose for the needs of Open Spaces	OS Customer working group reps SLT City Surveyors	OSCG	KPP 2

		Review and feedback				
j) Ensure sustainable provision of the Cemetery and Crematorium service	Assess and determine the most efficient and effective way to replace the Crematorium's cremators	Project Gateway submitted – early 2017 for Gateway 1 / 2 Options appraisal completed and funding agreed – 2018/19 Procurement process completed, contract awarded and cremators installed 2020/21	New cremators operational Cremators are fully abated	Cem & Crem Superintendent Chamberlains – City Procurement City Surveyors	PH	SA3 KPP 2 KPP 4
	Complete the soft and hard landscaping on the 'Shoot'	Soft landscaping, planting – 2019 Shoot area being used for burials 2020/2021	Shoot available for burials	Cem & Crem Superintendent	PH	KPP 2 KPP4
k) Implement the new online/onsite retail strategy and structure at Tower Bridge to increase income	Delivery of a new staffing structure and strategy at Tower Bridge to maximise the benefits of the new retail space and to enhance the visitor experience	New posts successfully recruited Retail strategy agreed and implemented Qualitative and financial evaluation at year end	Retail income Visitor experience	Head of Tower Bridge	CHL	SA3 KPP5
l) Mitigate the	Works taking place within	A flexible mitigation	Maintain income	Head of Tower	CHL	SA3

effects of DBE's street scene environmental enhancement works on the tourism business at the Monument throughout 17/18	the piazza will eventually result in an improved immediate environment but the process of works taking place requires mitigation activity to ensure visitors are aware that the Monument is open for business in an attempt to minimise any detrimental impact on income.	plan designed and executed Assess impact on business at regular intervals and adapt planned mitigation activities in response if required	levels to target Visitor feedback levels	Bridge		KKP5
m) Progress a stand-alone visitor centre at the Monument to increase admissions and retail income	Delivery of a standalone visitor centre at the Monument to enhance the visitor experience, tell the story of the monument more effectively and the maximise income	Committee approvals (Gateways 2,3,4) To progress internal (Ctte) and external approval processes, continue to consult with stakeholders and achieve funding for the project.	Visitor numbers Receive planning and Historic England permissions Funding identified and secured Gateway 3/ 4 full options appraisal approved per recommendation	Head of Tower Bridge City Surveyor Historic England	CHL	SA3 KPP5
n) Develop sustainable income generation opportunities at Keats House	Assess and delivery new income opportunities at Keats House	Obtain premises licence in 2017/18 Evaluate and develop private hire offer in 2017/18 Develop retail merchandise 2017/18 Develop members and patrons offer and evaluate scope	Increased external income	Principal Curator	CHL	SA3 KPP5

		for gala fundraising events 2018/19				
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Objective 3: Enrich Experiences By Providing High Quality And Engaging, Visitor, Educational And Volunteering Opportunities						
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Committee	Link to Corp' Plan
o) Delivery of Learning Programme across the Department	Deliver the CBT funded programme 'Green Spaces, Learning Places'	Appoint evaluation consultant to deliver framework - Spring 2017	11,500 people per annum engaged through the programme.	Head of Learning Learning Team RSPB	OSCG EFCC WHP HH	SA3 KPP 4 KPP 5
	Develop and implement monitoring and evaluation framework Obtain additional funding to support delivery and development of the Learning Programme	Deliver year 1, 2 and 3 targets for the four CBT funded projects – March 2017/2018/2019 Develop and implement a fundraising plan - on-going Review of offering across the expanded department	Targets achieved for CBT and reported £763k additional / external funding secured Development and maintenance of partnerships	London Youth London Parks and Green Spaces Forum NLOS, EF and WHP Keats House Education Officer		
p) Develop volunteering across our sites	Create a positive and productive culture of volunteering, linked to activities which achieve departmental outcomes	Volunteering Steering Group established to promote good practice described in Volunteering Vision New volunteer roles	Baseline measures of volunteering contribution established Volunteering targets achieved for	Superintendents Learning Team Kenley Project Keats House	OSCG WHP EFCC	SA 3 KPP 5

		identified and recruited for Staff trained to support volunteers effectively, both directly and indirectly Insurance arrangements for volunteer groups clarified to locate duty of care	externally funded programmes – Kenley Common and Learning Programme High levels of volunteer satisfaction reported Greater emphasis on staff supporting ‘indirectly supervised’ and ‘unsupervised’ volunteer activity.	Interpretation Officers		
Achieve a new fully accessible learning facility onsite at Tower Bridge	Current space not fully fit for purpose in terms of accommodating school/community engagement groups with access needs.	Progress options appraisal through project gateway Begin work on installing and furnishing a new mezzanine level within the Bridge’s South Tower Commence use for January 2018 school term-time.	Number of formal education sessions and community engagement events facilitated Participant feedback Accreditations	Head of Tower Bridge	CHL PSC	SA 3 KPP 5
r) Continuously develop the visitor experience at	Process of evaluation and continuous improvement of the	Review and refresh interpretation displays at Keats House 2019/20	Visitor numbers and feedback	Head of Tower Bridge	CHL	SA 3 KPP 5

heritage attractions in terms of content, processes, technology and customer service	visitor experience at our heritage locations	Major programme of events and activities for Keats anniversaries 2020-2021	External accreditation	Principal Curator of Keats House		
		Deliver a marketing strategy for Keats House and secure marketing resource 2017-18				
		Artist in residence programme at Tower Bridge				
		Facilitate a series of public events in Tower Bridge's bascule chamber				
		Establish a refreshed commercial identity for the tourism business at Tower Bridge and roll out across marketing channels and operational endeavours.				

Objective 4: Improve The Health And Wellbeing Of The Community Through Access To Green Space And Recreation						
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Committee	Link to Corp' Plan

Page 54	s) Work with partners to create open spaces within the boundary of the City of London	Installation of a new landscape - Aldgate gyratory	Western section – tree planting and installation of landscaping January 2017 Remaining landscaping - March 2018	Increase of green space to the Eastern quarter of the City Improved air quality Increase of biodiversity opportunities Improved pedestrian and cycling facilities	CG Manager Built Environment	OSCG	SA2 KPP 4
		Reinstatement of Finsbury Circus Garden.	Cafe concession and landscape constructed and built by December 2018	New Finsbury Circus Garden completed on time and on budget Increase in green space Increase in biodiversity opportunities	CG Manager	OSCG	SA2 SA3 KPP 4
		Deliver a programme of churchyard enhancement projects	HLF bid by Diocese/Cathedral - 2017 First tranche of churchyard improvements delivered - 2018	Quality accessible landscapes fit for future City with potential to generate income for partners. Support bidders to deliver to HLF timescales and outcomes	Joint partnership between Diocese, St. Paul's Cathedral, DBE & OSHD	S&W PS OSCG	SA3 KPP4 KPP5
	t) Secure funding and partnerships	Work with partners to secure long term	Capel Road changing rooms refurbishment –	Successful partnership with LTA	WHP Manager QP Manager	OSCG WHP	SA3

to deliver improved sport and recreation opportunities at our open spaces	investment in our sports facilities that encourage our communities to get more active. Develop golf provision at Chingford Golf Course (CGC) through new in-house management	Summer 2017 Refurbish tennis courts at Queens Park – CWP dependent	Increased tennis participation and income across all OS tennis sites Improvements to Capel Road Increased usage and improved 'offer' at CGC	LTA Neighbouring LA's EF Head of Visitor Services City Surveyors Football Association	EFCC HH	KPP 2 KPP 4 KPP 5
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Objective 5: Improve service efficiency and workforce satisfaction						
Action to deliver objective	Detail	Key Milestones	Measures of Success	Lead & partners	Committee	Link to Corp' Plan
5.1 Ensure the health and welfare of our skilled and motivated staff	Deliver our workforce Plan and liP Action Plans Support the implementation City Well	Departmental learning programme developed – July annually Deliver actions within the Workforce and liP plans - within their identified timelines Establish the Equalities Board and associated programme	Appropriately skilled workforce Increasing levels of staff satisfaction and motivation A more equitable workforce Extensive use of the wellbeing training offer, particularly in relation to mental health awareness	SLT HR Business partner HR & Workforce Planning group Business Manager	OSCG PHES	KPP 2

			Enhanced understanding of user and staff demographics			
v) Make more effective use of IT and adopt 'smarter' ways of working	Support the implementation IT Transformation Programme and new ways of working	New operating system introduced, devise refresh – end 2017 Move from Irish Chambers to Guildhall – timescale to be agreed	Agile working practice adopted where appropriate End user devised refreshed	IT Department City Surveyors	OSCG PHES	SA2 KPP 2
Page 56	Maximise opportunities for web based bookings and End Point of Sale systems	Assess and determine opportunity for on-line pitch bookings – 2017 Online bookings for events – 2017 Review online tennis bookings – April 2017 Partner with CHL in EPOS procurement – March 2017	Operational on-line sports booking systems More efficient management of sports offer Increased on-line sales	IS Department EF Head of Visitor Services Sports Programme Board CHL	OSCG EFCC WHP HH	SA2 KPP 2
w) Conduct policy reviews to ensure effectiveness and consistency where	Departmental approach to be reviewed and a revised framework to be developed	Programme Board established Q217 Programme Plan	Simplified policy framework	SLT		SA3 KPP 2

appropriate in our approaches to key issues		Q217 Policy framework Late 2017				
x) Ensure our green spaces and heritage assets are welcoming, accessible and inclusive to all	The Equalities and Inclusion Programme Board will implement and share best practice	Programme Board established Q117 Programme plan Q117 Data review Q217 Best practice guidance	User feedback Diversity of users Access audits	SLT	OSCG	SA3 KKP 2
y) Support the development of asset management plans and master plans for each site	Asset Management Plans and Master Plans to be developed for each site following an initial pilot, in accordance with the Corporate Asset Management Strategy	Pilot mid-2017	Connection between service outcomes and property management	Superintendents, City Surveyors	OSCG, WHP, EFCC, HH, PH	SA2 KPP 2

Key: SLT = Open Spaces & Heritage Senior Leadership Team
 OSHPSU = Open Spaces & Heritage Programme Support Unit
 LTA = Lawn Tennis Association
 LA's = Local Authorities
 CHL = Culture, Heritage and Libraries

OSCG = Open Space's and City Gardens Committee
 WHP = West Ham Park Committee
 EFCC = Epping Forest and City Commons Committee
 HH = Hampstead Heath, Highgate Wood and Queens Park Committee
 PH = Port Health and Environmental Services Committee
 S&W = Streets and Walkways Sub (Planning and Transportation) Committee
 PS = Projects Sub (Policy and Resources) Committee
 CHL= Culture, Heritage & Libraries Committee

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PERFORMANCE INDICATORS

To assist in developing and driving a performance management culture across the service and enabling staff to plan ahead to deliver ‘continuous improvement’, 32 performance indicators have been set. □
These indicators are SMART and challenging and set targets for the next three years. These performance indicator targets should be reviewed annually and future year’s targets considered against the previous year’s annual performance

ALL DIVISIONS										
PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	Lead Collator	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual
PI 1	Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019	Annual	15 green flag sites overall band scores 46% = 80+ 27% = 75 – 79 27% = 70 - 74	Same as 2015/16	15 green flag sites overall band scores 53% = 80+ 27% = 75 – 79 20% = 70 - 74	Esther Sumner	Same as 2015/16		15 green flag sites overall band score 53% = 80+ 27% = 75 – 79 20% = 70 - 74	
PI 2	Retain 12 green heritage awards and increase this to 13 sites by 2018/19	Annual	12 Green Heritage Awards	12 Green Heritage Awards	11 Green Heritage	Esther Sumner	12 Green Heritage Awards		13 Green Heritage Awards	
PI 3	Achieve our Departmental net local risk budget.	Annual	Underspend of £885,000	Original Budget £10,347,000	TBC	Esther Sumner	£9,578,000		£9,578,000	
PI 8	Reduce utility consumption (electric)	Annual	323,951	2.5% reduction on 2015/16 performance	TBC	Jonathan Mears	2.5% reduction on 2016/17 performance		2.5% reduction on 2017/18 performance	
PI 8	Reduce utility consumption (gas)	Annual	125,461	2.5% reduction on 2015/16 performance	TBC	Jonathan Mears				
PI 9	Reduce fuel consumption (red and white diseal)	Annual	6665	2.5% reduction on 2015/16 performance	TBC	Jonathan Mears	5% reduction on 2016/17 performance		5% reduction on 2017/18 performance	
PI 9	Reduce fuel consumption (petrol)	Annual	968	2.5% reduction on 2015/16 performance	TBC	Jonathan Mears				
PI 9	Reduce fuel consumption (small fuels)	Annual	4356	2.5% reduction on 2015/16 performance	TBC	Jonathan Mears				
PI 10	Increase electricity generation	Annual	2450	Two additional buildings generating 50KWH each	TBC	Jonathan Mears	A further two additional buildings generating 50KWH each		A further two additional buildings generating 50KWH each	
PI 14	Increase the amount of directly supervised volunteer work hours	Annual	Not applicable - new measure	To establish the baseline	Directly and indirectly combined: 43,140	Andy Thwaites & Julia Makin	2016/17 performance plus 5%		2017/18 performance plus 5%	
	Increase the amount of indirectly supervised volunteer work hours	Annual	Not applicable - new measure	To establish the baseline		Andy Thwaites & Julia Makin				
PI 15	Increase the amount of unsupervised volunteer work hours	Annual	Not applicable - new measure	To establish the baseline	16,401	Andy Thwaites & Julia Makin	2016/17 performance plus 5%		2017/18 performance plus 10%	
PI 19	Increase the percentage of customers surveyed as part of the 60 second survey or similar that stated the ‘overall rating’ of the open space as ‘very good or excellent’.	Annual	2015 = 69%	75%	88%	Esther Sumner	2016/17 performance plus 5%		2017/18 performance plus 5%	

PI 20	Increase the number of 'visitors' to the Open spaces webpages.	Annual	534,728	2015/16 performance plus 10% = 588,201	558,592	Esther Sumner	2016/17 performance plus 10%		2017/18 performance plus 10%	
PI 21	Increase the percentage of H&S accidents that are investigated within 14 days.	6 monthly	Feb 15 to Jan 16 = 71%	80%	Feb 15 to Jan 16 = 62%	Alison Grayson / HR Dashboard	83%		86%	
PI 22	Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence.	Quarterly	Feb 2015 to Jan 2016 = 3.6 days Short-Term FTE Working Days Lost per FTE	3.45 days FTE Working Days Lost per FTE	Feb 2015 to Jan 2016 = 3.72 days Short-Term FTE Working Days Lost per FTE	Alison Grayson / HR Dashboard	3.3 days FTE Working Days Lost per FTE		3.2 days FTE Working Days Lost per FTE	
PI 23	Reduce the average number of FTE working days lost per FTE due to long term sickness absence.	Quarterly	Feb 2015 to Jan 2016 = 2.43 days Long-Term FTE Working Days Lost per FTE Long-Term FTE Working Days Lost per FTE	2.4 days FTE Working Days Lost per FTE	Feb 2015 to Jan 2016 = 2.68 days Long-Term FTE Working Days Lost per FTE Long-Term FTE Working Days Lost per FTE	Alison Grayson / HR Dashboard	2.35 days FTE Working Days Lost per FTE		2.30 days FTE Working Days Lost per FTE	
PI 24	Increase the percentage of Open Space's staff who state they are at least satisfied with their workplace in the annual staff wellbeing survey.	Annual	90.22%	92%	Survey not undertaken	Esther Sumner / Oliver Sanandres	94%		95%	

SPORTS BOARD										
PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	Lead Collator	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual
PI 16	Increase the amount of tennis played across our sites.	6 monthly	WHP: 1000 adults 500 by concessions.	WHP: increase court hours used by 65% = 2475 hrs	TBC	Declan Gallagher / Lucy Murphy	WHP: increase court hours used by 40% on 2016/17 actual		WHP: increase court hours used by 25% on 2017/18 actual	
			Parliament Hill: 6523 Adults 3799 Concessions	Parliament Hill : Adults 5% = 6849 hrs Concessions 5% = 3899	Parliament Hill: 6,677 Adults 4,266 Conc U/K 591		Parliament Hill: increase court hours by 5% each for adults and concessions on 2016/17 actual		Parliament Hill: increase court hours by 5% each for adults and concessions on 2017/18 actual	
			Golders Hill Park: Adults 1734 Concessions 914	Golders Hill Park: Adults 5% = 1820 Concessions 5% = 960	Golders Hill Park: Adults 1306 Conc 798		Golders Hill Park: increase court hours by 5% each for adults and concessions on 2016/17 actual		Golders Hill Park: increase court hours by 5% each for adults and concessions on 2017/18 actual	
			Queens Park: 2960 Adults 785 Concessions	Queens Park: Adults 5% = 3108 Concessions 5% = 824	Queens Park: 3585 Adults 585 Conc U/K 439		Queens Park: increase court hours by 5% each for adults and concessions on 2016/17 actual		Queens Park: increase court hours by 5% each for adults and concessions on 2017/18 actual	
PI 17	Increase the amount of football played across our sites.	6 monthly	WHP = 59 bookings to end of football season.	WHP increase bookings by 10% on 2015/16 actual = 65 bookings	TBC	Declan Gallagher / Lucy Murphy / Jacqueline Egglestone	WHP increase bookings by 5% on 2016/17 actual		WHP increase bookings by 5% on 2017/18 actual	
			3260 bookings to end of football season.	Epping maintain bookings at 2015/16 level = 3260	TBC		Epping increase bookings by 2% on 2016/17 actual		Epping increase bookings by 5% on 2017/18 actual	
			Heath Extension = Adult 2 bookings Junior 102 bookings	Heath Extension increase adult bookings by 5% = 2 bookings. Maintain level of junior bookings at 2015/16 actual = 102 bookings	TBC		Heath Extension increase adult bookings by 5% and maintain level of junior bookings on 2016/17 actual		Heath Extension increase adult bookings by 5% and maintain level of junior bookings on 2017/18 actual	
			Parliament Hill = Adult & concession 15 bookings	Parliament Hill increase adult and concession bookings by 5% on 2015/16 actual = 16 bookings	TBC		Parliament Hill increase adult and concession bookings by 5% on 2016/17 actual		Parliament Hill increase adult and concession bookings by 5% on 2017/18 actual	

			Highgate Wood = Adult 48 bookings	Highgate Wood increase adult bookings by 5% on 2015/16 actual = 51 bookings	TBC		Highgate Wood increase adult bookings by 5% on 2016/17 actual		Highgate Wood increase adult bookings by 5% on 2017/18 actual	
PI 18	Increase the number of golf visits at Chingford Golf Course.	6 monthly	2014/15 the recorded number of visits was 22,000	Establish a baseline figure	TBC	Jacqueline Egglesstone	Increase 2016/17 baseline figure by 5%		Increase 2017/18 performance by 5%	

CEMETERY AND CREMATORIUM										
PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	Lead Collator	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual
PI 4	Increase our market share of burials in relation to the Cemetery and Crematorium's seven neighbouring Borough's	4 monthly	6.90%	2015/16 performance plus 0.4% = 7.03%	TBC	Gary Burks	2016/17 performance plus 0.5%		2017/18 performance plus 0.5 %	
PI 5	Increase the number of burials	4 monthly	866	2015/16 performance plus 2.5% = 888	868	Gary Burks	2016/17 performance plus 2.5%		2017/18 performance plus 2.5 %	
PI 6	Increase the number of cremations	4 monthly	2519	2015/16 performance plus 1.5% = 2557	2540	Gary Burks	2016/17 performance plus 1.5%		2017/18 performance plus 1.5%	
PI 7	As a minimum, achieve local risk Cem & Crem inc	4 monthly	Over achievded income by £384,000	Original Budget (£4,470,000)	Projecting over achievement of income	Gary Burks	(£4,521,000) 16/17 original budget plus £51k SBR saving)		-£4,521,000	

LEARNING PROGRAMME										
PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	Lead Collator	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual
PI 11	Increase the percentage of Learning Programme participants who are more knowledgeable about the natural history of our open spaces.	6 monthly	Not Applicable - new measure	70% of participants surveyed	86% of participants surveyed	Grace Rawnsley	80% of participants surveyed		85% of participants surveyed	
PI 12	Increase the percentage of new participants in the Learning Programme who report their intention to visit our open spaces with their families	6 monthly	Not Applicable - new measure	50% of participants surveyed	93% of participants surveyed	Grace Rawnsley	60% of participants surveyed		70% of participants surveyed	
PI 13	Increase the percentage of Learning Programme participants who are from Black and Minority Ethnic or under-represented groups	6 monthly	Not Applicable - new measure	40% of participants surveyed	45% of participants surveyed	Grace Rawnsley	50% of participants surveyed		55% of participants surveyed	

TOWER BRIDGE AND MONUMENT										
PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	Lead Collator	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual
PI 25	To achieve the overall income target for Tower Brigde	6 monthly	£5,886,708	£5,100,000	£6,144,718	Chris Earle	£5,790,000		TBC	
PI 26	To achieve the overall income target for Monument	6 monthly	£596,351	£622,000	£513,479 (closed for a significant period for unexpected essential works)	Chris Earle	£665,000		TBC	
PI 27	Visitor numbers at Tower Brigde Exhibition	6 monthly	803,398	750,000	834,130	Chris Earle	800,000		TBC	

PI 28	Visitor numbers at Monumnet	6 monthly	221,050	270,000	176,000 (closed for a significant period for unexpected essential works)	Chris Earle	245,000		TBC	
PI 29	Achievement of Customer Care standards at the Tower Bridge Exhibition	6 monthly	94%	90%	94%	Chris Earle	90%		TBC	

KEATS HOUSE										
PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	Lead Collator	2017/18 Performance Target	2017/18 Actual	2018/19 Performance Target	2018/19 Actual
PI 30	To increase visitor numbers by 3%	6 monthly	House: 20,662 Total inc. garden estimate: 32,641	House: 21,281 Total inc. garden estimate: 33,620	House: 22,005 Total inc. garden estimate:	Vicky Carroll	TBC		TBC	
PI 31	Increase revenue through retail and private hire by 5%	6 monthly	Retail: £16,700 Hire: £12,283	Retail: £18,370 Hire: £13,511	Retail: £6,746 Hire: £17,933	Vicky Carroll	TBC		TBC	
PI 32	To maintain high or increase Net Promoter Score as an indication of customer satisfaction	6 monthly	73	>73	TBC	Vicky Carroll	TBC		TBC	

ALL DIVISIONS

PI No:	Description	Explanations / Definitions / Baselines
PI 1	Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019	Baseline data: Green Flags at: overall band scores 1. West Ham Park 70-74 2. West Wickham Common - 70-74 3. Riddlesdown - 70-74 4. Epping Forest 70-74 5. Farthing Downs – 75-79 6. Coulsdon Common – 75-79 7. Kenley Common - 75-79 8. Spring Park - 75-79 9. Ashtead Common - 80+ 10. Bunhill Fields Burial Ground 80+ 11. Burnham Beeches 80+ 12. City of London Cemetery and Crematorium 80+ 13. Hampstead Heath and Golders Hill Park 80+ 14. Highgate Wood 80+ 15. Queen's Park 80+ Overall percentages: 80+ = 7 = 46% 75 – 79 = 4 = 27% 70-74 = 4 = 27% The improvement target is for 18/19 as some sites are only assessed and scored every other year
PI 2	Retain 12 green heritage awards and increase this to 13 sites by 2018/19	1. West Ham Park 2. Bunhill Fields Burial Ground 3. Ashtead Common 4. Kenley Common 5. West Wickham Common 6. Farthing Downs 7. Epping Forest 8. City of London Cemetery and Crematorium 9. Hampstead Heath 10. Highgate Wood 11. Queen's Park 12. Burnham Beeches
PI 3	Achieve our Departmental net local risk budget.	The Net local risk budget relates to the direct expenditure and income by the Department (Cem & Crem, the Commons, Parks and Gardens, NLOS, Epping Forest and the Directorate) before any support services, central risks or recharges are made. 2017/18 net budget that is put forward as the target is the 2016/17 original budget less £769k SBR savings. There is currently no long term financial position to inform the budgets beyond 2017/18 so the target for 18/19 is assumed as the current anticipated budget for 17/18
PI 8	Reduce utility consumption	The City's target for the period 2014/15 - 17/18 is 10%. From this the Open Spaces target reduction figure for the remaining two years that sit within its Business Plan period is therefore 5%. Performance against this target is monitored and analysed via meter readings.
PI 9	Reduce fuel consumption	The City's target for the period 2014/15 - 17/18 is 10%. From this the Open Spaces target reduction figure for the remaining two years that sit within its Business Plan period is therefore 5%. Performance against this target is monitored and analysed via procurement data.
PI 10	Increase electricity generation	The target for the period 16/17 – 17/18 is a minimum addition of 50KW (or thermal equivalent). Two sites will be identified for PV installations and more (including biomass energy options) will be considered should appropriate opportunities arise. Performance against this target is monitored and analysed via meter readings.
PI 14	Increase the amount of supported volunteer work hours	The numbers of hours work undertaken by volunteers in our open spaces where a member of Open Spaces staff has been supervising the volunteers
PI 15	Increase the amount of unsupported volunteer work hours.	The numbers of hours work undertaken by volunteers in our open spaces where a member of Open Spaces staff has not been supervising the volunteers
PI 19	Increase the percentage of customers surveyed as part of the 60 second survey or similar that stated the ‘overall rating’ of the open space as ‘very good or excellent’.	Each division to complete at least one hundred 60 second surveys or similar that includes the question; how would you rate the open space/cemetery/garden you visited today, with the choices: n/a, very bad, poor/bad, average/ neither good nor bad, good, very good and/or excellent. Insert hyperlink
PI 20	Increase the number of ‘visitors’ to the Open spaces webpages.	Measured from data provided by Google Analytics. Visitors are defined as people who have had at least one session in a selected time frame. A session (visit) is the period of time a visitor is actively engaged with the website. All usage data is recorded in a session. Visitors are different from visits.
PI 21	Increase the percentage of H&S accidents that are investigated within 14 days.	Data taken from HR dashboard, health and safety summary. Data provided in rolling monthly 12 month periods. Measure for baseline is February 2015 to January 2016 = 66 accidents of which 47 were investigated within 14 days – 71%. This measure excludes incidents investigated as not all incidents require investigation.
PI 22	Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence.	Taken from HR dashboard absence navigation Departmental summary. Data provided in rolling monthly 12 month periods. Measure for baseline is February 2015 to January 2016 = 3.6 working days per FTE. 3.6 working days is a total of 1,208 days per annum. In Jan 15 to Dec 16 the figure was 3.5 days and Dec 14 to November 15 the figure was 3.64 days. Reducing the average number of day's absence to: 3.45 will reduce the number of working days lost by 51 to 1157 3.30 will reduce the number of working days lost by 101 to 1107 3.20 will reduce the number of working days lost by 135 to 1073 Based on the same size FTE workforce
PI 23	Reduce the average number of FTE working days lost per FTE due to long term sickness absence.	This data is taken from HR dashboard absence navigation Departmental summary. Data provided in rolling monthly 12 month periods. Measure for baseline is February 2015 to January 2016 = 2.43 working days per FTE. 2.43 working days is a total of 815 days per annum. In Jan 15 to Dec 16 the figure was 2.58 days and Dec 14 to November 15 the figure was 2.57 days. Reducing the average number of days absence to: 2.40 will reduce the number of working days lost by 11 to 804. 2.35 will reduce the number of working days lost by 27 to 788 2.30 will reduce the number of working days lost by 44 to 771 Based on the same size FTE workforce
PI 24	Increase the percentage of Open Space's staff who state they are at least satisfied with their workplace in the annual staff wellbeing survey.	An annual Health and Well Being survey has been undertaken and will be rolled out annually. The results are broken down to Department level and a dashboard produced along with an overall COL result. In 2015/16 the following results were achieved in relation to workplace satisfaction: Open Spaces: Satisfied, Very satisfied, completely satisfied = 90.22% Unsatisfied, Very unsatisfied, completely unsatisfied = 9.78% Respondents = 92 City of London overall: Satisfied, Very satisfied, completely satisfied = 92.88% Unsatisfied, Very unsatisfied, completely unsatisfied = 7.12% Respondents = 1,011

SPORTS BOARD

PI No:	Description	Explanations / Definitions / Baselines
PI 16	Increase the amount of tennis played across our sites.	The amount of tennis played is based on adult and concession court hours usage per annum.
PI 17	Increase the amount of football played across our sites.	The amount of football played is based on the number of pitch bookings per annum.
PI 18	Increase the number of golf visits at Chingford Golf Course.	New methodology for capturing the amount of play on the course will be established in the first year as the service moves to in-house provision. The data for 2016/17 will form the baseline for future year's performance indicator targets.

CEMETERY AND CREMATORIUM

PI No:	Description	Explanations / Definitions / Baselines
PI 4	Increase our market share of burials in relation to the Cemetery and Crematorium's seven neighbouring Borough's	Market share of burials is measured in relation to the total deaths in the seven neighbouring Boroughs'; Newham, Redbridge. Tower Hamlets. Waltham Forest, Hackney, Havering and Barking & Dagenham. This data is obtained from the National Office of Statistics. Percentage market share for last four years is: 2015 – 7.6% / 2014 – 7.3% / 2013 – 8.1% / 2012 – 7.3%. Proposed performance assumes an approx. 0.3% annual uplift challenged for improvement to 0.4%
PI 5	Increase the number of burials	This total will include the number of burials from the adult and child new burials and re-opens. It does not include burials for ashes or public baby burials (NVF's). Number of burials over the last 5 years is: 2011 928 +11% 2012 821 -12% 2013 891 +9% 2014 832 -7% 2015 914 +10% Total burials are 4386. Average change over 5 years is 2.2% increase and average number of burials per annum is 877. Proposed performance assumes an approx. 2.2% annual uplift challenged for improvement to 2.5%
PI 6	Increase the number of cremations	This total will include the number of adult cremations. It does not include NVF's. The number of cremations over the last 5 years is: 2011 2518 2012 2591 +3% 2013 2537 -2% 2014 2593 +2% 2015 2631 +1% Total cremations are 12,870. Average change over 5 years is 1% increase and average number of cremations per annum is 2574. Proposed performance assumes an approx. 1% annual uplift challenged for improvement to 1%
PI 7	As a minimum, achieve local risk Cem & Crem income target	2017/18 income target that is put forward is the 2016/17 original budget plus £51k additional SBR income. There is currently no long term financial position to inform the budgets beyond 2017/18 so the target for 18/19 is assumed as the current anticipated budget for 17/18

LEARNING PROGRAMME

PI No:	Description	Explanations / Definitions / Baselines
PI 11	Increase the percentage of Learning Programme participants who are more knowledgeable about the natural history of our open spaces.	Participants will be requested to complete before and after surveys or feedback forms and responses from these will inform score.
PI 12	Increase the percentage of new participants in the Learning Programme who report their intention to visit our open spaces with their families	Participants will be requested to complete before and after surveys or feedback forms and responses from these will inform score.
PI 13	Increase the percentage of Learning Programme participants who are from Black and Minority Ethnic or under-represented groups	Participants will be requested to complete before and after surveys or feedback forms and responses from these will inform score. Equalities data will be captured on these forms as well as postcodes so that mapping can be undertaken. Targeted activity with specific BAME and under-represented groups will also be captured.

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Draft Corporate Plan 2018 - 23

The City of London Corporation is the governing body of the Square Mile dedicated to a thriving City, supporting a strong, sustainable and diverse London within a globally-successful UK.

We aim to...

Benefit society

By fostering a culture of inclusivity, opportunity and responsibility

Shape the future City

By strengthening its connectivity, capacity and character

Secure economic growth

By promoting the City as the best place in the world to do business

Everything we do supports the delivery of these three strategic objectives. We measure our performance by tracking our impact on twelve outcomes:

People

- People live enriched lives and reach their potential
- People enjoy good health and well-being
- People enjoy our thriving and sustainable public spaces
- People are safe and feel safe

Place

- The Square Mile is the ultimate co-working space: flexible, secure and inspiring
- The Square Mile is digitally and physically well-connected and responsive
- The Square Mile is known for world-leading culture and creativity
- The Square Mile has outstanding public spaces, retail, leisure and hospitality

Prosperity

- The City has the world's best access to global markets and regulatory framework
- The City is the global hub for business innovation – new products, new markets and new ways of doing business
- The City nurtures and has access to the skills and talent it needs to thrive
- The City's activities at home and abroad are known to benefit society and business

Draft Corporate Plan 2018 - 23

What we are responsible for...

London's world-leading financial and business centre, the Square Mile's local authority services, City of London Police, national economic security, London's Port Health Authority, five Thames bridges, London's biggest independent grant-maker, the UK's highest performing group of secondary Academies, three independent schools, Europe's largest multi-arts centre, numerous cultural and educational institutions, three wholesale markets, safe UK animal trade, housing, landholdings and historic green spaces

We want to...

Deliver far more for the City, the capital and the country by collaborating with our unique breadth and depth of partners and stakeholders

Our unique selling points are...

Our independent voice

Our convening power and reach

Our long-held traditions yet ability to be a catalyst for change

Our long-term view and local, regional, national and global perspectives

Our private, public and voluntary sector expertise

We commit to...

Unlocking the potential of our many assets – our people, our stakeholders, our relationships, our buildings and the valued cultural, educational, environmental and commercial assets we oversee

Championing diversity and London's cosmopolitan nature

Listening to our customers and providing excellent services

Being active partners, open to challenge, leading and learning

Innovation, always looking for ways to deliver more and add value through new technologies and smart approaches

Good governance, by driving the relevance, responsibility, reliability and radicalism of everything we do

Upholding our values – Lead, Empower, Trust - and displaying passion, pace, pride and professionalism in everything we do

Committee:	Date:
Hampstead Heath, Highgate Wood & Queen's Park	15 May 2017
Subject: Hampstead Heath, Highgate Wood, Queen's Park Risk and Risk Management	Public
Report of: Director Open Spaces	For Decision
Report Author: Esther Sumner, Business Manager	

Summary

This report provides the Hampstead Heath, Highgate Wood & Queen's Park with an update on the management of risks faced by the Open Spaces Department and the Hampstead Heath, Highgate Wood, and Queen's Park Risk division in particular. Risk is reviewed regularly by the Department's Senior Leadership Team as part of the ongoing management of the operations of the Department.

The department has previously reported on six departmental risks. The departmental risk register was reviewed when the department was expanded to include Tower Bridge, Monument and Keats House but it was felt that the risks associated with these sites did not need to be escalated to the departmental level.

There are 9 Risks managed by the Superintendent of Hampstead Heath, Highgate Wood & Queen's Park.

Departmental risks:

- OSD 001 - Ensuring the health and safety of staff, volunteers, contractors and public
- OSD 002 - Extreme weather
- OSD 004 - Poor repair and maintenance of buildings
- OSD 005 - Animal, plant and tree diseases
- OSD 006 - Impact of housing and/or transport development
- OSD 007 – Maintaining the City's water bodies

Your Committee is responsible for two Registered Charities: Hampstead Heath (charity number 803392) and Highgate Wood & Queen's Park (charity number 232986). In accordance with the Charity Commission's Statement of Recommended Practice (SORP), Trustees are required to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. Using the corporate risk register guidance, the management of these risks meets the requirements of the Charity Commission.

Recommendation

Members are asked to:

- Note the risk scoring grid at Appendix 1

- Note the Departmental risk register outlined in this report and at Appendix 2
- Approve the Hampstead Heath, Highgate Wood and Queen's Park risk register included within Appendix 3.

Main Report

Background

1. The Open Spaces Department's risk registers conform to the City's corporate standards as guided by the Risk Management Strategy 2014, and all of our departmental and divisional risks are registered on the Covalent Risk Management System.
2. The Open Spaces Department manages risk through a number of processes including: Departmental and Divisional risk registers, the departmental health and safety improvement group, divisional health and safety groups and risk assessments. Departmental risks are reviewed by the Department's Senior Leadership Team (SLT) on a regular basis.
3. The Charity Commission requires Trustees to confirm in the charity's annual report that any major risks to which the charity is exposed have been identified and reviewed and that systems are established to mitigate those risks. These risks are to be reviewed annually. Each Open Spaces Committee is presented with relevant risk registers to fulfil this requirement. Although the Charity Commission requires an annual consideration of risks as a minimum, the City's internal policies recommend a quarterly consideration. The Open Spaces Department presents full risk registers to committee twice a year and provides interim updates as part of the Business Plan progress report.

Current Position

4. Appendix 2 shows the Departmental risks. Officers are undertaking a range of actions at a divisional level and these actions will reduce the 'current departmental risk score' to achieve the 'target score'. As previously, the Departmental risk register layout, provides cross references to the divisional risks. Appendix 3 and 4 provide the detail of the Epping Forest and The Commons divisional risks, the actions which are being taken to reduce (or maintain) the risk and a latest note on progress, at a divisional level.

Hampstead Heath, Highgate Wood and Queen's Park Risk

5. There are nine risks identified across Hampstead Heath, Highgate Wood and Queen's Park Risk. There are currently no red risks.
6. The detail of the individual risks is shown in Appendix 3.

Corporate & Strategic Implications

7. The divisional risk register reflects the Open Spaces Department's five objectives as set out in the departmental business plan:
 - Protect and conserve the ecology, biodiversity and heritage of our sites
 - Embed financial stability across our activities by delivering identified programmes and projects

- Enrich experiences by providing a high quality and engaging visitor, educational and volunteering offer
 - Improving the health and wellbeing of our communities through access to green space and recreation
 - Improve service efficiencies, equalities and workforce satisfaction
8. The use of the divisional risk register, as part of a suite of similar documents that inform the collective departmental risk. This support the departmental Business Plan which delivers aspects of the City of London's corporate plan.

Conclusion

9. The need to systematically manage risk across the Department and at a divisional level for Hampstead Heath, Highgate Wood and Queen's Park Risk is addressed by the production of this risk register, as too are the requirements of the Charity Commission. This document in turn will inform the collective risk across the department's business activities.

Appendices

- Appendix 1 – Risk Scoring grid
- Appendix 2 – Departmental Risk register
- Appendix 3 – Hampstead Heath, Highgate Wood and Queen's Park Risk Divisional Risk Register

Esther Sumner, Business Manager

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Appendix 1:

City of London Corporation Risk Matrix

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

Likelihood criteria

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

Impact Criteria

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

Risk Scoring Grid

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

Risk Definitions

RED	Urgent action required to reduce rating
AMBER	Action required to maintain or reduce rating
GREEN	Action required to maintain rating

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

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OS Departmental Detailed Risk Report

Report Author: Esther Sumner

Generated on: 19 April 2017



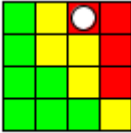
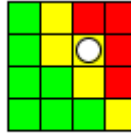
Rows are sorted by Risk Score

Code & Title: OSD Department of Open Spaces Risk Register 6

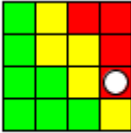
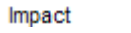
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 005 Pests and Diseases 10-Mar-2015 Colin Buttery	Causes: Inadequate biosecurity; purchase or transfer of infected trees, plants, soil and/or animals; 'natural' spread of pests and diseases from neighbouring areas. Event: Sites become infected by animal, plant or tree diseases e.g. Oak Processionary Moth (OPM), foot and mouth, Massaria, Ash Die Back, <i>Salmonella</i> (DT 191a), Leaf Miner Moth Impact: Service capability disrupted, public access to sites restricted, animal culls, tree decline, reputational damage, increased cost of monitoring and control of invasive species, risk to human health from OPM or other invasives, loss of key native species, threat to existing conservation status of sites particularly those with woodland habitats. invasives	 Likelihood Impact	16	Pests and diseases continue to be a concern due to the spread of OPM and the presence of ramorum. 10 Apr 2017	 Likelihood Impact	6	31-Mar-2019	 Increased Risk Score

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
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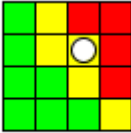
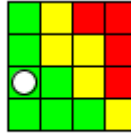
OSD 005 g Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 007 OSD EF 008 OSD NLOS 004 OSD P&G 004 OSD TC 004	Measures to address Ramorum are being taken at Epping Forest. This is being delivered locally and monitored by their local risk registers.	Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock	20-Dec- 2016	01-Apr- 2019
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 006 Impact of Housing and/or transport development 10-Mar-2015 Colin Buttery	Cause: Pressure on housing and infrastructure in London and South East; failure to monitor planning applications and challenge them appropriately; challenge unsuccessful; lack of resources to employ specialist support or carry out necessary monitoring/research, lack of partnership working with Planning Authorities Event: Major development near an open space Impact: Increase in visitor numbers, permanent environmental damage to plants, landscape and wildlife, air and light pollution, ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs, potential for encroachment.	 Likelihood Impact	16	Planning issues at the boundaries of our sites are actively monitored across the department. 17 Mar 2017	 Likelihood Impact	12	31-Mar-2019	 Increased Risk Score

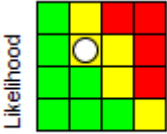
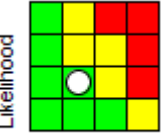
Section no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD 006 d Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 010 OSD P&G 007 OSD TC 002 OSD NLOS 011	Officers continue to monitor this divisionally.		Andy Barnard; Martin Rodman; Paul Thomson	20-Dec-2016	01-Apr-2019

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 007 Maintaining the City's water bodies 25-Oct-2016	The City is responsible for a number of water bodies, some of which are classified as "Large Raised Reservoirs" under the provisions of the Reservoirs Act 1975 and the Flood & Water Management Act 2010. Failure to adequately manage and maintain the City's reservoirs and dams could result in leaks, dam collapse or breach. For some of the City's large raised reservoirs there is the potential for loss of life, damage to property and infrastructure in the event of dam collapse or breach, and the associated reputational damage.	 Likelihood	16  Impact	This remains a red risk as Wanstead Park has been designated as high risk and there are actions required to improve the response at Highams Park Lake following the Emergency Plan test. 05 Apr 2017	 Likelihood	8  Impact	31-Mar-2018	 No change

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD 007 a Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 004 OSD TC 006	Actions monitored divisionally.		Andy Barnard; Paul Monaghan; Paul Thomson; Bob Warnock	20-Dec-2016	31-Mar-2018
OSD 007 b Divisional delivery of reservoir safety in conjunction with the City Engineers	Divisional risk and actions will be further developed to deliver reservoir safety considering the following: - Monitoring of dam condition and safety - Identifying required works, budgets, project progression - Emergency plans and warning systems as appropriate - Ownership and shared ownership	Safety monitoring is being conducted on a divisional basis with the City Engineers.		Andy Barnard; Paul Monaghan; Paul Thomson; Bob Warnock	20-Dec-2016	31-Mar-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 004 Poor Repair and Maintenance of buildings 10-Mar-2015 Colin Buttery	Causes: Inadequate planned and/or reactive maintenance; failure to identify and communicate maintenance issues Event: Fail to meet statutory regulations and checks. Operational, OS residential or public buildings deteriorate to unusable/unsafe condition. Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance and lack of budget to replace. Delay will have operational impact. Poor condition of Assets, loss of value.	 Likelihood	12	Regular meetings are held with surveyors. New BRM contract starts in July 19 Apr 2017	 Likelihood	2	31-Mar-2019	 No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD 4 e Divisional recovery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 002 OSD CC 003 OSD NLOS 008 OSD P&G 002 OSD TBM 006 OSD KH 003	Actions delivered locally and monitored departmentally			Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	06-Apr-2017	01-Apr-2019

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 001 Ensuring the Health & Safety of staff, volunteers, contractors and public 10-Mar-2015 Colin Buttery	Causes: Poor understanding or utilisation of health and safety policies, procedures and safe systems of work; inadequate training; failure to implement results of audits; dynamic risk assessments not undertaken; contractors not complying with procedures and processes Event: Staff, volunteers or contractors undertake unsafe working practices Impact: Injury or death of a member of the public, volunteers, staff or a contractor	 Likelihood Impact	6	The department continues to utilize the H&S Improvement Group to facilitate improved practices. Tower Bridge and Keats House have been integrated into this system. 19 Apr 2017	 Likelihood Impact	4	01-Apr-2018	 Decreased Risk Score

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD 001 g Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 001 OSD CC 001 OSD TC 001 OSD NLOS 006 OSD P&G 001	Risk actions monitored at Health & Safety Improvement Group and implemented divisionally.			Andy Barnard; Gary Burks; Martin Rodman; Paul Thomson; Bob Warnock	20-Dec-2016	01-Apr-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD 002 Extreme weather 10-Mar-2015 Colin Buttery	Causes: Severe wind, prolonged heat, heavy snow, heavy rainfall – potential to increase with climate change Event: Severe weather at one or more site Impact: Service capability disrupted , incidents increase demand for staff resources to respond to maintain public and site safety. temporary site closures; increased costs for reactive management. Strong winds cause tree limb drop, prolonged heat results in fires, snow disrupts sites access, rainfall results in flooding and impassable areas. Damage/loss of rare/fragile habitats and species. Risk of injury or death to staff, visitors, contractors and volunteers. Damage to property and infrastructure.	 Likelihood	6	Plans for the winter period were effective. The sites are now preparing for the summer 19 Apr 2017	 Likelihood	6	31-Mar-2019	 Decreased Risk Score

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD 2 a Divisional delivery of risk actions	Implement the actions associated with the following divisional risks: OSD EF 009 OSD P&G 005 OSD NLOS 003 OSD TC 005	Processes for monitoring weather and providing advance warning to the public are now established. Reviews of procedures followed the various winter storms and divisions adapted their approach in light of findings.		Andy Barnard; Martin Rodman; Paul Thomson; Bob Warnock	12-Mar-2015	31-Mar-2019

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OSD NLOS Detailed Risk Report

Report Author: Martin Falder

Generated on: 26 April 2017



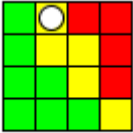
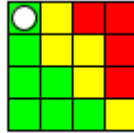
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Code & Title: OSD NLOS Hampstead Heath, Queens Park & Highgate Wood 9

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS On Impact of housing and population and transport increase 23-Jun-2016 Bob Warnock	Causes: Planning Authorities obligation to meeting housing demand. Fail to monitor and challenge planning applications. Lack of resource to employ specialist support or carry out monitoring/research. Lack of partnership working with relevant Planning Authorities. Event: Large houses, buildings or other developments on land affecting Open Spaces. Impact: Potential increase in visitor numbers and recreational pressure. Increased air, light and noise pollution and consequent potential decline in biodiversity and tranquility. Further increases in traffic volumes on local road network. Ground compaction and resulting associated effects on tree and plant health. Wear and tear to sports pitches. Lack of budget to facilitate repairs.	Likelihood Impact	12	Current planning issues relate to Heath House, The Water House, Parliament Hill / William Ellis Schools, 114-120 West Heath Road, Jack Straws Castle and two Eruv applications. 26 Apr 2017	Likelihood Impact	12	31-Mar-2018	

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
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OSD NLOS 011 a Local Authority relationships	Maintain a close partnership with Planning Authorities. Supt and Officers in contact with the London Borough of Camden, Barnet and Haringey in regard to planning issues which may impact the open spaces.	This is on-going and the Division will make representation when appropriate.	Richard Gentry	26-Apr- 2017	30-Jun- 2017
OSD NLOS 011 b Local planning documents	Respond to consultation on the local plans to help influence the content of the documents.	Response to planning issues given as and when required.	Richard Gentry	14-Mar- 2017	30-Jun- 2017
OSD NLOS 011 c Planning applications	A Consultant is monitoring planning activity and will assist the Superintendent with specialist support in regard to resisting planning applications that impact on the Open Spaces.	The Division continues to monitor local planning issues.	Richard Gentry	26-Apr- 2017	30-Jun- 2017

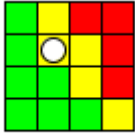
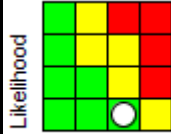
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS 003 Extreme Weather Events 10-Aug-2015 Bob Warnock	Causes: Severe wind events, prolonged precipitation or restricted precipitation Event: Severe weather/climate impacts at one or more sites within the Division Impact: Service capability disrupted; Strong winds cause tree limb drop, prolonged heat results in fires, snow disrupts site access, rainfall results in flooding and impassable areas, site closures: severe damage to flora and fauna: risk to life and limb: damage to property	 Likelihood	8 Impact	Residential and non residential staff are briefed by Duty Manager / Supervisor in advance of weather via alerts received from the Met Office. Staff prepared to respond to weather event. 26 Apr 2017	 Likelihood	4 Impact	01-Apr-2018	 Decreased Risk Score

Action no, Title, Date	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD NLOS 003 a Review Met Office information	Alerts issued to staff via Met Office. Review processes 6 monthly or following and extreme weather event	Response to 'Trigger Events' has been effective.		Bob Warnock	26-Apr-2017	31-Mar-2018
OSD NLOS 003 b Review of site emergency plans	Site plans reviewed annually or following incident if appropriate. Next review date September 2016	SMT have met with residential staff and Lodge Policy now in a draft form. Call out procedure is being developed, launch date was April 2017, due to competing priorities, this date will be extended,		Richard Gentry	26-Apr-2017	31-Mar-2018

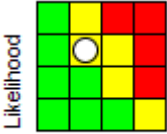
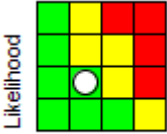
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS 006 Ensuring the Health and Safety of staff, contractors, visitors and volunteers 10-Aug-2015 Bob Warnock	Cause: Poor understanding and/or delivery of Health and Safety policies, procedures and safe systems of work; inadequate training; failure to implement results of Divisional H & S Audits; dynamic risk assessments not undertaken. Security, antisocial behaviour, dealing with members of the public. Event: Staff or contractors undertake unsafe working practices Impact: Death or injury of a member of staff, contractor or a member of the public, reputational damage; financial penalty	 Likelihood	6	Recent cable strike is being investigated (fencing contractor). H & S meetings continue to take place Divisional and Dept. 14 Mar 2017	 Likelihood	2	01-Apr-2018	 No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD NLOS 006 a Annual H & S site Audits	Continue with annual H & S site Audits Sites will carry out audits by peers from within Division Next audit will take place in August 2016	Audits have been completed. Site reps need to ensure any outstanding actions from audit are responded to. Divisional H & S meeting has declared that peer to peer audit will continue with Supervisors carrying out audits.			Richard Gentry	30-Dec-2016	31-Dec-2016
OSD NLOS 006 b Quarterly Divisional H & S Meetings	Divisional H & S meetings take place. Staff informed, consulted and updated on H & S matters	Meeting dates for 2017 have been diarised and staff made aware of dates. Minutes of previous meeting have been distributed to staff.			Richard Gentry	30-Dec-2016	14-Dec-2016
OSD NLOS 006 c Breaking Ground	Avoid incident / accident arising from digging or insertion below ground that interferes with hazardous underground infrastructure through having relevant controls in place including: mapping of underground services, liaison with utility companies, local control of contractors' procedures, staff training and experience, corporate guidance for control of contractors, SLA with City Surveyor includes	No incidents to occurrences since last update. At Divisional H & S meeting the Dept. Control of Contractors Document presented to staff for distribution.			Richard Gentry	30-Dec-2016	31-Dec-2016

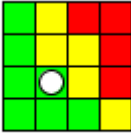
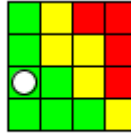
	procedures for City Surveyors appointed contractors on site. Areas checked for service covers, location markers and recorded site information before breaking ground. Trained operatives use scanning equipment. Appropriate excavation tools and procedures used. Much of the above will be captured through the implementation of a locally adapted version of the Epping piloted Contractor Protocol.				
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Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS 007 Hampstead Heath Water bodies including Bathing Ponds 10-Aug-2015 Bob Warnock	Cause: Improper use of water bodies. Members of the public swimming in unauthorised areas. Swimming outside of designated zones/times. Swimmers fail to pay attention to acclimatisation requirements. Insufficient signage, poor maintenance of banks Event: Death or serious injury of member of public, contractor or staff in ponds. Unable to effect safe rescue of swimmer/person in pond. Impact: Possible legal challenge. Emotional impact on staff. Reputational risk. Financial penalty	 Likelihood	6	As warmer weather approaches, we may see people entering water bodies without life guards. Staff to ensure they continue to check signage and life saving equipment on checklist.. 14 Mar 2017	 Likelihood	4	31-Mar-2018	 No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD NLOS 008 a Training	Training for lifeguards Training is ongoing activity Review annually	Lifeguards and other staff complete the Learning and Development section of their PDR with their Line Manager. Training is identified and arranged at a local Divisional level. When necessary, Dept. or Organisational training is rolled out to staff and completed, e.g. Driver Awareness			Richard Gentry	26-Apr-2017	30-Apr-2017
OSD NLOS 008 b Signage	Appropriate signage at ponds Weekly - Signage is checked as part of Ranger duties, this includes checking gates are locked and life rings are in place - ongoing Date of next review – November 2016	Signage has been refreshed and installed following the Ponds Project.			Bob Warnock	26-Apr-2017	31-Dec-2016
OSD NLOS 008 c Safety equipment	Safety equipment accessible at ponds Weekly - Checks are carried out by life guards within their facilities Monthly – Safety equipment is checked as part of Ranger duties. Review six monthly. Date of next review September 2016	Signage and equipment has been installed following the completion of the Ponds Project works.			Bob Warnock	14-Mar-2017	31-Jan-2017

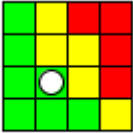
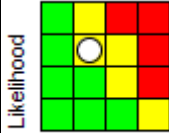
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS 010 Golders Hill Park Zoo and Queens Park Farm 03-Jun-2016 Bob Warnock	Cause: Non compliance with zoo licensing legislation, failing to follow best practice, failing to have sufficient and suitably qualified staff Event: Animal mortality, increase of animal disease, possible infection to human beings Impact: Adverse publicity, legal challenge, fines and prosecution	 Likelihood Impact	6	Measures in place to respond to outbreak of avian bird flu in Europe. Now evidence of outbreak in the UK. Update on avian bird flu from zoo staff measures continue to be in place until end of April 2017. 14 Mar 2017	 Likelihood Impact	4	01-Apr-2018	

Action no, Title, Date	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD NLOS 010 a Facilities operated by appropriate staff	Recruiting to Senior Zoo Keeper and Engagement Officer. Training delivered for Queens Park team in basic animal husbandry to support ongoing management of the Farm Staff from Queen's Park providing support at the zoo with support of casual staff.	Position has been recruited to since August 2016. Handover has been completed.		Richard Gentry	13-Nov-2016	31-Oct-2016
OSD NLOS 010 b Expert advice and guidance	Zoo Ethics meeting twice a year with vets visits to zoo and farm also twice a year Attendance at meeting by Local Authority Zoo Licence Inspector offering support and guidance Daily activities undertaken to ensure compliance with required zoo licence	Zoo Team Leader and Animal Attendant in process of developing plan for future of the zoo and farm. Reported to Committee in March 2017, next report to May HHMC and June QPJCG. No ethics issues to report.		Richard Gentry	26-Apr-2017	30-Jun-2017

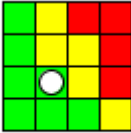
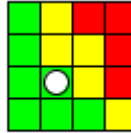
Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS 001 Delivering the Divisional Road Map for Projects and Programmes 10-Aug-2015 Bob Warnock	Causes: A gap of appropriate skill sets to deliver projects; cultural resistance; initial scoping of project outcomes, timescales and deliverables. Event: The Division is unable to deliver its agreed roadmap projects and programmes in agreed timescales or achieving agreed outcomes Impact: Alternative savings undertaken which may not be consistent with achieving cultural change or improving outcomes.	 Likelihood Impact	4	No change 14 Mar 2017	 Likelihood Impact	2	31-Mar-2018	 No change

Action no, Title,	Description	Latest Note			Managed By	Latest Note Date	Due Date
OSD NLOS 001 a Programme management	Programmes cover period 2015 - 2018. Programme Boards meet regularly - ongoing Projects Officer appointed, Supervisors and Managers have been given support and training. Programmes and Project reporting bi-monthly through highlight reports to Senior Leadership Team and overseen by OSPSU - ongoing Departmental Programmes RAG status progress by exclusion to Open Spaces and City Gardens Committee - ongoing				Bob Warnock		31-Mar-2018

9

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS 004 Plant and Tree Disease 10-Aug-2015 Bob Warnock	Causes: Inadequate biosecurity, buying of infected trees, plants or animals, spread of windblown OPM (oak processionary moth) from adjacent sites Event: Tree disease including Massaria, Ash Die Back, Oak Processionary Moth. Sites become infected by animal, plant or tree diseases Impact: Service capability disrupted, Public access to sites restricted, tree decline, reputational damage, substantial cost of removal of OPM, risk to human health from OPM	 Likelihood Impact	4	Reduced likelihood as staff source from approved suppliers. 14 Mar 2017	 Likelihood Impact	6	31-Mar-2018	 No change

Action no, Title,	Description	Latest Note		Managed By	Latest Note Date	Due Date
OSD NLOS 004 a Tree and Plant Procurement 06-04-2017	Sourcing of plants / trees through approved suppliers. Review six monthly	Staff continue to use approved suppliers for the procurement of trees and plants. Evidence of tree disease in Division Early warning notices to be displayed , e.g. OPM.		Richard Gentry	26-Apr-2017	31-Aug-2017
OSD NLOS 004 b OPM monitoring	Trained arboricultural contractors carrying out spraying of Oak in previously infected areas	Spraying has been carried out. Notices were displayed raising awareness. Staff to be advised & updated about OPM and what they should be observing when on patrol.		Richard Gentry	26-Apr-2017	31-Mar-2018

Risk no, Title, Creation date, Owner	Risk Description (Cause, Event, Impact)	Current Risk Rating & Score		Risk Update and date of update	Target Risk Rating & Score		Target Date	Current Risk score change indicator
OSD NLOS 008 Maintenance of Divisional buildings and equipment 10-Aug-2015 Bob Warnock	Cause: Inadequate proactive and reactive maintenance; failure to identify and communicate maintenance issues Event: Operational or public building become unusable Impact: Service capability disrupted; ineffective use of staff resources; damage to corporate reputation; increased costs for reactive maintenance. Delay will have operational impact. Overrun of additional work programme.	 Likelihood	4	Regular client liaison meetings take place with colleagues from the City Surveyors Department APFM attends site and responds in timely manner to issues. Staff utilise the Maintenance Technician or the Property Response Desk provided by the City Surveyors Department. 26 Apr 2017	 Likelihood	4	31-Aug-2017	 Decreased Risk Score

Action no, Title,	Description	Latest Note	Managed By	Latest Note Date	Due Date
OSD NLOS 008 a Review of Property Assets	Asset review is being carried out with Surveyor' Dept. Review of assets is an ongoing process	Asset review by the Surveyors Dept. is on-going. Client Liaison Meetings continue.	Richard Gentry	14-Mar-2017	30-Jun-2017
OSD NLOS 008 b Liaison with Surveyors' Dept.	Client Liaison meetings are held regularly to discuss issues and raise concerns about Building Repairs and Maintenance and Projects. Regular review process	Client Liaison meetings are taking place. APFM in regular contact with internal Divisional stakeholders.	Richard Gentry	16-Nov-2016	31-Jul-2017
OSD NLOS 008 c East Heath Car Park Capital Project	East Heath Car Park Capital Project	East Heath Car Park resurfacing project will involve an options appraisal and further consideration by this HHCC and the HHHWQPC before submitting a report to Gateway 3.	Richard Gentry; Esther Sumner; Bob Warnock	26-Apr-2017	30-Jun-2017

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Committee	Dated:
Hampstead Heath, Highgate Wood & Queen's Park Committee	15 May 2017
Subject: Superintendent's Update	Public
Report of: Superintendent of Hampstead Heath	For Decision
Report author: Bob Warnock – Open Spaces & Heritage Department	

Summary

This report provides an update to Members of the Hampstead Heath, Highgate Wood & Queen's Park Committee on management and operational activities across the Heath since January 2017.

Recommendations

It is recommended that:

- Members note the contents of this report.
- Members agree to an extraordinary Hampstead Heath Consultative Committee meeting on 17 July 2017, as outlined in para 5.
- Members to agree a short meeting in held prior to the planned walk on the 25 September 2017, as outlined in para 5.

Main Report

Open Spaces Bill

1. Committee proceedings concluded on the City of London Corporation (Open Spaces) Bill. The Committee agreed that one clause covering the issue of Anti-Social Behaviour Notices could be withdrawn, as the City Corporation could obtain these powers under national legislation. This followed discussions with the Home Office on the prospects of obtaining a Statutory Order, specifying the City Corporation as being entitled to issue such notices. This resolved the issue on which the previous hearing had focused, having been raised by the Kennel Club. The remainder of the Bill was approved and now awaits a date to be fixed for consideration by the whole House of Commons.

Management Plan Engagement

2. The engagement process is underway to develop a community vision for Hampstead Heath to inform the 2018 Management Plan.
3. The aims of the community engagement are to:
 - Prepare an audience development plan for Hampstead Heath.
 - Deliver engagement activities that achieve representative engagement of the wider Hampstead Heath community, in order to capture community aspirations.
 - Prepare a draft vision statement for Hampstead Heath.
4. The successful tenderer was appointed in March, and a small Advisory Group has been established to provide advice and local knowledge to the community engagement project between April and July 2017. Activities include two workshops to involve key stakeholders and community organisations, a programme of wider engagement activities to reach visitors to the Heath, and an online survey that will run during May and June 2017.
5. The Consultants will provide a report on their findings to the Consultative Committee prior to presenting a full report to this Committee. Following consultation with the Management Plan Advisory Group, the Superintendent proposes an extraordinary meeting with Members of the Consultative Committee takes place on Monday 17 July 2017. The Superintendent also proposes that the walk planned for this Committee on 25 September 2017 is changed to also accommodate a short meeting to receive the full report and consider the Hampstead Heath Management Plan Vision Statement.

Update on Capital Projects

6. The Capital Projects associated with East Heath Car Park, The Hive and the playgrounds at the Adventure and Peggy Jay Centres were considered by this Committee on 30 January 2017, when it was agreed they should proceed to the Project Sub-Committee the following day. All three projects were approved at Gateway 2 and allowed to proceed towards their next Gateway. For East Heath Car Park, this will involve an options appraisal and further consideration by the Consultative Committee and this Committee, before submitting a report to Gateway 3. Following this, the report will be considered by the Corporate Priorities Board to request funding from the City's Cash provision for new schemes.
7. Detailed project plans for the Hive and the Playgrounds at the Adventure and Peggy Jay Centres are being prepared. This will involve engagement, consultation, design and a funding strategy. The Consultative Committee will be consulted prior to completion of the tender report.

Cross-Country Running

8. The Southern Counties Cross-Country Championships took place on 28 January 2017. The weather was dry in the lead-up to the event and on the day itself, so the ground conditions were consequently very favourable. As a result, fewer restoration works will be required compared with previous years. Oak chippings were used instead of the Christmas tree chippings used in previous years to protect asphalt surfaces. The Ranger Team installed temporary barriers following the event to aid the recovery of certain sections of the course. A map detailing the restoration works undertaken and proposed has been prepared (see Appendix 1).
9. On 18 February 2017 the North-West London Young Athletes Cross-Country League held a pilot fixture on the Heath Extension. 114 boys and 87 girls took part; the event was well organised and proved successful. The Operational Services Manager has reviewed the ground conditions following the event. Due to the favourable firm ground conditions, leading up to and during the event, and the number and ages of the runners, there is minimal impact on the ground. The Sports Advisory Forum will undertake a review of the event and the outcomes of this review will be reported to the Consultative Committee.

Cycling

10. The Superintendent and Highgate Wood, Conservation & Trees Manager met with a member of the public and a representative from Camden Cycling Forum on 24 February 2017 to discuss the shared use of the Lido to Broadwalk path by both pedestrians and cyclists. The route runs north-south and would potentially link the main cycle path running from Highgate Road to Nassington Road with Gordon House Road, as well as with designated cycle routes going south to Kentish Town and Central London.
11. This proposal has been discussed previously by both the Consultative Committee and this Committee. The most recent proposal was withdrawn, following the failure of the application for Heritage Lottery Funding to create a new vehicle route to the Service Yard at Parliament Hill.
12. Following discussion with the Consultative Committee, the Superintendent proposes that the wider issue of cycling provision should be considered as part of the development of the new Management Plan.
13. The Highgate Wood, Conservation & Trees Manager is working with a small cycling group to discuss how the current cycling provision can be maintained on Hampstead Heath. Both he and the Superintendent also met with 'Heath for Feet' representatives in late March to discuss shared walking and cycle paths on Hampstead Heath.
14. The intention now is to combine the cycling group and 'Heath for Feet' into a Working Group and to arrange an inaugural meeting. The most immediate concern expressed by the cyclists is the condition of the bound gravel sections of the existing cycle paths. The Group will also consider improving the

waymarking and signage on the shared-use paths and strategies to promote responsible cycling on the Heath.

Eruv

15. The Superintendent has established that the location of the proposed Eruv pole at Windmill Hill does form part of Hampstead Heath. Minutes of both the Consultative Committee and the Management Committee have been provided to the applicant and a further site meeting has been arranged. The Superintendent has requested the applicant revises the proposals to lessen the visual impact of the Eruv on Hampstead Heath. The Superintendent will aim to present the revised proposals to the June Consultative Committee.

Benches

16. Work on the Bench Project continues, with the mapping and surveys that took place in 2016 providing detailed information about the location, construction and condition of over 550 benches across the Heath. Supervisors are preparing a Bench Work Plan for 2017/18, as set out in the Annual Work Programme. Priority areas include continuation of the improvement works at the summit of Parliament Hill, reinstatement of benches affected by the Ponds Project, and the replacement or removal of any benches that are reaching the end of their lifespan.
17. Recommendations for the provision and management of bench dedications at Hampstead Heath:
 - i) Maintain the current cap on the number and distribution of benches across the Heath, and prepare and maintain a Schedule of Locations that will be updated annually to reflect Annual Work Programmes, as well as being reviewed periodically to ensure benches are located appropriately (a ten-year review period is recommended to align with the review of the wider Management Plan for Hampstead Heath).
 - ii) Apply a design standard to bench renewals and replacements, to ensure benches are in keeping with the landscape characteristics and achieve a consistent standard. To this end, a schedule of appropriate bench styles will be developed, expanding on the current styles found across the Heath (and phasing out less desirable styles).
 - iii) Continue to implement a standard dedication period of ten years for all benches, with an option for applicants to extend their sponsorship on a ten-yearly cycle (at the published fee).
 - iv) Continue to maintain a waiting list for bench dedications and to offer benches for re-dedication as they become available. Aim to reduce the waiting list for a bench dedication on Hampstead Heath to a maximum of 50 applicants, and to cap it at this level in future.
 - v) Revise the current guidance for dedicating a bench, to ensure it aligns with the wider offer across the Open Spaces & Heritage Department.

- vi) Prioritise the renewal and re-dedication of benches that are reaching the end of their life span. A large proportion of benches on the Heath are over 20 years old and no current contact details for the past sponsors are held on file. Recognising the sensitive nature of the removal of benches that have been dedicated in the past, every effort must be made to respect the wishes of the original sponsors. To this end, the following protocol is proposed for the notification of bench renewals:
 - a) Commence notification 12 months prior to scheduled bench renewal.
 - b) Offer first right of refusal for re-dedication of the bench to the registered sponsor (where sponsor records are current).
 - c) Place a notice on the bench at least 3 months and up to 12 months prior to the scheduled bench renewal (where sponsor records are no longer current).
 - d) Retain timber slats bearing the inscribed dedication and store securely for a period of 2 years, in case a sponsor wishes to claim it at a later date.
18. The Superintendent seeks feedback on the recommendations for the provision and management of bench dedications at Hampstead Heath, to inform the development of the policy.

Planning

- 19. 114-120 West Heath Road - The application was approved at the Barnet Area Planning Committee on 9 March 2017 following some discussion regarding impacts on the veteran tree in Golders Hill Park. Follow-up meetings between the applicant and the City of London were agreed to identify a strategy for protecting trees on the Heath. Some applications to discharge the planning conditions have now been submitted and more are expected in due course.
- 20. Water House. Millfield Lane - The applicant's planning appeal (ref. APP/X5210/W/16/3160718) to the Planning Inspectorate was formally withdrawn on 7 February 2017. The Superintendent has met with the new owners to discuss the revised proposals and access arrangements for the site.
- 21. Athlone House (ref. 2016/3587/P) - Planning permission was granted in September 2016 for the restoration and extension of Athlone House for use as a 6-bedroom single-owner dwelling house. Applications to discharge the various planning conditions have yet to be submitted.
- 22. Land Adjacent to Jack Straws Castle North End Way London NW3 7ES (ref. 2017/2064/P) - The current owner of the site wishes to develop the car park. A meeting is currently being arranged to discuss the latest proposals in more detail.
- 23. Heath House (ref. 2015/6280/P) - The previous application to convert the existing building into apartments was withdrawn in January 2017. No further

news has been received and it is not known whether a revised proposal will be submitted.

The Good, The Bad and The Ugly – Art installation at Golders Hill Park

24. The Good, The Bad and The Ugly by Jake & Dinos Chapman was de-installed from Golders Hill Park on 27 February 2017. The cost of de-installation from Golders Hill Park was met from the Superintendent's Local Risk Budget.

The Awakening II

25. The Superintendent has received a proposal regarding a possible new art installation on Hampstead Heath. Following a review of the installation requirements, the Superintendent is not proposing to proceed with this art installation.

Storm Doris

26. The decision was taken on 22 February to close Golders Hill Park, The Hill Garden & Pergola, Highgate Wood and Queen's Park on 23 February, in anticipation of Storm Doris. In addition, the Kenwood Ladies' Pond was vacated in the afternoon of 23 February, and English Heritage closed the Kenwood Estate at 12.30pm.
27. 22 trees were damaged, 14 of which were lost (felled, root plate failures, stem failures) and 8 had significant crown/branch damage. A Lombardy poplar has been reduced on the Heath Extension, following concerns that the main stem had moved.
28. The Heath Ranger Team and Conservation Team have been actively working on a number of trees around the Heath to clear the storm damage, and the Tree Officer is continuing to survey the Heath.

Constabulary Update

29. The Superintendent will provide an update at the meeting.

Drones

30. Following feedback from Members of the Hampstead Heath Consultative Committee in March, the Superintendent is in the process of updating the guidance on the use of drones. A Report will be presented to this Committee in July.

Highgate Wood

31. The Electric gates at the Onslow Gate are now fully operational and are allowing the staff to manage vehicle access to the site. A storage box has been installed at the entrance, so that early morning deliveries for the café no longer

need to drive into the Wood. This arrangement is used at Queen's Park and has successfully reduced vehicle movements.

32. The Play Area safety surface works have been completed. This was a five-year programme to replace the bark chip safety surface used throughout the play facility.
33. The Highgate Wood Team and the Senior Ecologist have drafted the outline of a new Woodland Management Plan for Highgate Wood, following a site visit from a Woodland Management Consultant in March.
34. In late January, Highgate Wood hosted a staff working party attended by 30 people to construct dead hedging around the new conservation area. The session was very successful, with over 100 metres of dead hedging constructed, and was an excellent opportunity for a number of staff members to learn about woodland management in Highgate Wood.

Queen's Park

35. Following a suggestion from the Queen's Park Joint Consultative Group (QPJCG), the Park Manager has engaged the City Surveyors Department to undertake a scoping exercise to consider the construction of an additional accessible toilet facility on the exterior of the Children's Play Area toilets. The Park Manager is preparing a report for the 14 June QPJCG to discuss the Project in more detail.
36. The Queen's Park Farm redevelopment is being led by a small Project Team within the Division. A further report on this project will be brought to this Committee in July 2017, following the opportunity to seek further comments on the proposals from the QPJCG. The Farm was introduced in 1990 and receives in the region of 80,000 visits per annum. It continues to provide an excellent opportunity for children to engage with animals and is a much-loved resource in the Park. The redevelopment of the Farm has the guiding concept of "A small-holding with a sense of fun" and will aim to introduce children to growing vegetables, as well as caring for animals such as chickens, goats and sheep.
37. In June 2017 the QPJCG will have the opportunity to provide feedback on the recent engagement and consultation survey that was carried out at the Queen's Park Café. At their June meeting, they will also consider the Café Service Standards and Performance Indicators, which have been suggested through the Café Working Party. Taking account of the Consultative Committee's views, the Superintendent will then prepare a report for the July meeting of this Committee on the lease and Service Standards for the Queen's Park Café.
38. The Children's sand pit refurbishment has been discussed with the QPJCG and works have commenced with the installation of some items of equipment in March 2017. Further works will be carried out in the autumn / winter of 2017. A final project timeline is being produced to ensure the installation of equipment and any potential closure of the play area causes the least disruption to the Park visitors.

39. With the help of Section 106 moneys, the London Borough of Brent has funded the procurement of additional Trim Trail equipment in the Park. The new equipment was installed in March 2017 and is of wooden construction, which is considered to be more in keeping with the environment of the Park.
40. Applications have been submitted for the Green Flag and London in Bloom Awards, with judging will be carried out during May & June.

Appendices

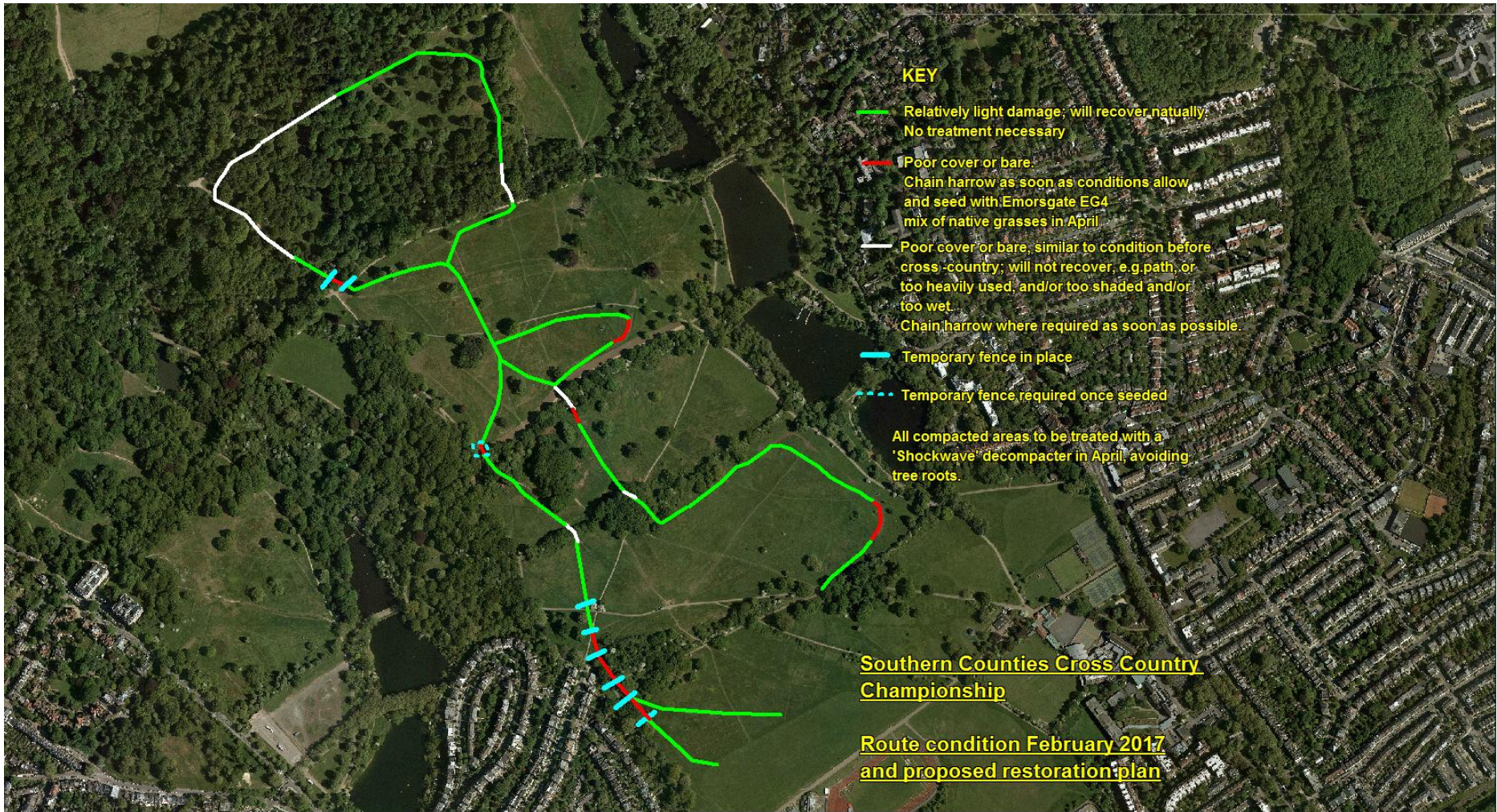
- Appendix 1 – Cross Country Restoration map

Bob Warnock

Superintendent of Hampstead Heath

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Committee	Dated:
Hampstead Heath, Highgate Wood & Queen's Park Committee	15 May 2017
Subject: Hampstead Heath and Highgate Wood Cafés Lease Options Appraisal	Public
Report of: Superintendent of Hampstead Heath	For Decision
Report author: Bob Warnock - Open Spaces & Heritage Department Richard Gentry - Open Spaces & Heritage Department	

Summary

An engagement and consultation exercise has now been completed and a total of 2,414 questionnaires were completed. It was found that the cafés are valued as community hubs and that the cost and quality of food, along with the atmosphere, are the most important factors valued by the public.

The Superintendent has been working with the Café Working Party to develop Service Standards and Performance Indicators, based on the findings of the engagement and consultation exercise. The Superintendent is minded to recommend that the City of London Corporation negotiate three year leases with the current incumbents at the Parliament Hill, Golders Hill Park and Highgate Wood Cafés. This would maintain service continuity and would give the incumbents the opportunity to demonstrate their fulfilment of the Service Standards and Performance Indicators.

Recommendations

It is recommended that Members:

- Note the outcomes of the public engagement and consultation undertaken and the role of the Café Working Party.
- Note the view of Members of the Hampstead Heath Consultative Committee and the Highgate Wood Joint Consultative Committee.
- Give their views on the Superintendent's proposed option regarding jointly monitoring performance, as detailed in para 7.
- Agree the Service Standards and Performance Indicators, as detailed in Appendix 2.
- Agree the Superintendent's proposed option regarding the leases, as detailed in paras 15 & 18.

Main Report

Background

1. This report considers the outcomes of the public engagement and consultation exercise, and proposes a way ahead for the cafés at Parliament Hill, Golders Hill Park and Highgate Wood. A separate paper will be prepared in respect of the café at Queen's Park, following a discussion with the Queen's Park Joint Consultative Group on 14 June 2017.
2. Five cafés were retendered in early 2016, and leases were awarded on 14 March 2016. A petition was then delivered to the Open Spaces Department and Benugo's Head Office. The petition was titled: Save family run Parliament Hill Cafe from large corporate catering chain takeover. On 7 April, Benugo withdrew their bid for the three leases at Parliament Hill, Golders Hill Park and Highgate Wood.
3. The Café Working Party was subsequently established in July 2016, in order to guide a public engagement and consultation exercise on the cafés. The Café Working Party has met six times to date and the membership comprises:
 - Superintendent of Hampstead Heath as Chairman
 - Chairman of the Hampstead Heath, Highgate Wood & Queen's Park Committee or their representative
 - Two Members of the Hampstead Heath Consultative Committee or their representatives
 - A Member of the Highgate Wood Joint Consultative Committee or their representative
 - Up to five Members of the Café Campaign Team (formerly the lead petitioners)
 - Constabulary and Queen's Park Manager
 - Hampstead Heath Business Manager
4. Currently Parliament Hill, Golders Hill Park and Highgate Wood Cafés are leased until January 2018.
5. At Queen's Park, following the withdrawal of Minkies (Surebrook Ltd) in autumn 2016, an engagement and consultation exercise was undertaken to seek the views of Park users and the local community on their aspirations for the café provision within the Park. The initial results of the survey were discussed with the Queen's Park Joint Consultative Group (QPJCG) at an evening workshop held on 16 January 2017. A further discussion with the QPJCG is planned for 14 June 2017. At this meeting the QPJCG will have an opportunity to discuss the final engagement and consultation report, consider the options for the lease, and discuss the proposed Service Standards and Performance Indicators. Taking account of the views of the QPJCG, the Superintendent will

bring a further report to your July Committee setting out the proposals for the lease arrangements at Queen's Park.

Context

6. Hampstead Heath and Highgate Wood & Queen's Park Kilburn are registered charities, for which the City of London Corporation is the trustee. The purpose of both charities involves the preservation of open space for the recreation of the public. The Management Committee manages Hampstead Heath, Highgate Wood and Queen's Park on behalf of the City of London Corporation and must take decisions in the best interests of those charities. The provision of café facilities provides income, which contributes to the maintenance of the open spaces, and the cafés must be let on the best terms that can reasonably be obtained for the charities, in order to comply with the duties of the trustee. However, the cafés are also fundamentally part of the experience provided to users, and the Management Committee may consider the wider social and environmental benefits that they bring to the open spaces.

Proposed approach

Performance Indicators

7. Following the engagement and consultation exercise, in consultation with the Café Working Party, it was suggested that Service Standards and Performance Indicators be developed, based on the outcomes of the engagement and consultation exercise. Defining these Indicators clearly will help the leaseholders understand what they are being asked to provide, and will help to monitor the cafés performance. It is good practice to monitor and measure performance to ensure that the City of London is receiving a service that meets the needs of its users and Departmental/Divisional objectives.
8. Therefore, the Superintendent proposes to continue a dialogue and future engagement with the Café Working Party. A smaller number of representatives of this group would be invited to assist with the evaluation of the refreshment providers at Parliament Hill, Golders Hill Park and Highgate Wood Cafés, to help the City of London to monitor and measure performance.
9. The Café Working Party participated in a workshop at its sixth meeting on 8 February 2017, with the aim of starting a process to develop the Service Standards and Performance Indicators.
10. The workshop involved a number of different exercises. Members of the Café Working Party were asked to consider the lease transaction from three different perspectives; the City of London, the café operator, the users/members of the public. Following this, Members were asked to consider what success looked like and what the critical success factors might be for each of the three groups (the City of London, the café operator, the users/members of the public). Following these exercises, keywords were then captured from discussion to inform the development of the draft Performance Indicators.

11. Members of the Hampstead Heath Consultative Committee and the Highgate Wood Joint Consultative Committee were consulted on the draft Performance Indicators. Following their feedback, the Superintendent has worked with the Café Working Party to finalise the Service Standards and Performance Indicators.
12. The Superintendent is proposing that Members of this Committee consider and agree the Service Standards and Performance Indicators outlined in Appendix 2.

Leases

13. The Superintendent has found the café engagement and consultation exercise extremely useful and the report (Appendix 1) highlights the aspects of the current offer that visitors most value – such as the community-focused atmosphere and the friendly staff – along with the improvements they would wish to see, such as providing higher quality food at a reasonable price and a higher standard of building maintenance. Reflecting the petition in March last year, however, a number of café users were not supportive of any change. This message needs to be considered alongside the responses of those who would support changes to the services offered by the cafés.
14. The Superintendent therefore is minded to recommend negotiating three-year leases with the current incumbents, using the Service Standards and Performance Indicators prepared following the engagement and consultation exercise. Such an approach would allow existing leaseholders the opportunity to demonstrate their fulfilment of these criteria.

Advantages

- Supports the findings of the public engagement and consultation exercise (Appendix 1).
- Preserves the qualities of the existing café offers.
- Enables the current incumbents to demonstrate how they will meet the Service Standards and Performance Indicators.
- Opportunity to test the Performance Indicator approach.
- Provides service continuity.
- Less financial impact on the current providers, when compared to the cost of submitting a tender.
- Certainty for the current café providers.

Disadvantages

- The lack of market testing impacts upon the City of London Corporation's ability to ensure best value and the delivery of service outcomes (Service Standards and Performance Indicators) – Members of this Committee will need to weigh their more limited information on potential social, environmental and economic outcomes against short-term certainty and lack of disruption.
- Limited ability to ensure that the Business Plan for each café is sustainable.
- Limited investment opportunity.
- No business opportunity for other potential providers.

- There is a risk that there could be a failure to agree terms with the current leaseholders.

Café Working Party Views

15. The Café Working Party had suggested that the City of London Corporation considers options for granting longer leases. The Superintendent has taken advice from the Comptroller and City Solicitor and City Surveyor on this matter, and it is thought to be inadvisable. It is not currently possible to let the cafés at Highgate Wood or Queen's Park for more than three years, due to statutory restrictions, and the cafés at Hampstead Heath have also historically been let for a maximum of three years. There are benefits in keeping all the cafés on the same cycle, particularly when powers for longer leases will (it is hoped) be granted by the Open Spaces Bill in due course.
16. The Campaign Team, specifically, suggested that should the current providers meet or exceed the agreed Service Standards and Performance Indicators, they should be offered the opportunity to lease the properties for a further three years, or a longer period, without the need to go through a tender process. The Superintendent suggested that this approach would delay an opportunity in the future to offer longer leases, which are critical to securing capital investment in the facilities. It is questionable whether the suggested format of a 3+3 year lease would provide sufficient certainty to the leaseholders over a long-enough period to allow the leaseholders to make significant capital investment. It would therefore not be an option that the Superintendent could recommend to this Committee, acting on behalf of the charitable trustee.

Proposed Option

17. Having considered the views of the Café Working Party, the Hampstead Heath Consultative Committee and the Highgate Wood Joint Consultative Committee, the Superintendent now seeks the agreement of this Committee in relation to the proposed approach, which is to negotiate three-year leases (commencing January 2018) with the current incumbents at the Parliament Hill, Golders Hill Park and Highgate Wood Cafés.

Risks

18. Members of this Committee would need to be confident that the best interests of the charities are being served, notwithstanding the risk of lower investment in the facilities for a further period and possible issues around a perceived lack of transparency.
19. It is felt that these issues can be managed and are outweighed by the benefits of trialling the Performance Indicator approach, as well as giving the incumbents an opportunity to demonstrate how well they meet them. In terms of investment in the facilities, if the Open Spaces Bill is passed into law, the City of London Corporation will be able to grant longer leases, with the potential for more capital investment in the café facilities to provide enhanced service outcomes for the future.

Conclusion

20. The engagement and consultation exercise which has been undertaken has provided valuable information about the public's views on the cafés. The cafés are valued as community hubs, while food cost, quality, and atmosphere are seen as the most important factors. The Superintendent recommends that three-year leases are negotiated with the current incumbents, commencing January 2018. This would allow the current leaseholders to demonstrate how they would fulfil the Service Standards and Performance indicators and would also provide service continuity.

Appendices

- Appendix 1 – Hampstead Heath Café Engagement Report
- Appendix 2 – Service Standards & Performance Indicators

Background Papers

- Notes from Café Working Party meetings 1- 6.

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HAMPSTEAD HEATH

CAFÉ ENGAGEMENT REPORT

PROJECT TITLE: A1758 Hampstead Heath Café Engagement					
Client: City of London					
Version	Date	Version Details	Prepared by	Checked by	Approved by Principal
V1.2	12.12.2016	Final draft	Margarida Oliveira	Jon Sheaff	Richard Gentry

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Executive Summary

Jon Sheaff and Associates were engaged by the City of London Corporation to develop and deliver a public engagement and consultation process in respect of future lease arrangements for its café assets at Parliament Hill Fields, Golders Hill Park and Highgate Wood. The process was commissioned as a consequence of the expression of a view by members of the public and key stakeholders that the City of London had not engaged sufficiently during a previous tender process for the letting of leases for these three assets.

In response, the City of London set up a 'Cafe Working Party' to consider the lease issue and Jon Sheaff and Associates have been reporting to Officers from the City of London and the 'Cafe Working Party' throughout the engagement process.

Section 1 of this report sets out this context.

Section 2 of this report explains the context of the commission and the timeline for completion and delivery of the engagement process findings.

Section 3 of the report sets out the methodologies used to gather the views and aspiration of stakeholders:

- An on-line questionnaire open for public access for 6 weeks
- On-site interviews and engagement work at all three café facilities
- A tour of three other north London open space cafés to consider alternative approaches to café provision and different governance models
- A discussion workshop to consider the needs of different groups of stakeholders and the factors affecting the commissioning of new leases

Section 4 presents the findings of each of these methods. In summary, the engagement process suggests that new leases for the City of London's cafés should:

- Preserve the best qualities of the existing café offers and as far as possible, address any shortcomings
- Provide good quality food at affordable prices
- Act as community hubs where people can meet and socialise

Section 5 describes the key findings of the engagement and consultation process and makes recommendations in respect of the use of data gathered to inform future café license tenders and service delivery standards. This section also recommends the use of this data in a continuing collaboration between the City of London and key Stakeholders.

INTRODUCTION

The City of London has commissioned Jon Sheaff and Associates to undertake an engagement process around the letting of leases for three of its cafés at Parliament Hill Fields, Golders Hill Park and Highgate Wood.

The engagement process commenced in June 2016 and the commission was completed on the 25th November 2016.



BACKGROUND INFORMATION AND CONTEXT

The City of London is responsible for the management of a portfolio of public open spaces outside of the City itself. This portfolio includes Hampstead Heath, Highgate Wood, Queen's Park, West Ham Park, Epping Forest, Burnham Beeches, Stoke Common and the 'City Commons'.

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In 2015-16, the City of London initiated the North London Open Spaces Café Tender Process. The purpose of the process was to market-test the provision of café catering services at five of the City's sites (Parliament Hill Fields, Hampstead Heath Lido, Golders Hill Park, Highgate Wood and Queen's Park).

A report on the tender process was presented to the Hampstead Heath Consultative Committee (HHCC) in March 2016 and the Hampstead Heath, Highgate Wood and Queen's Park Committee (HHHWQPC), culminating in the award of 3-year leases for the five cafés. Three of the café leases (in respect of Parliament Hill Fields, Golders Hill Park and Highgate Wood) were awarded to Benugo Ltd.

In April 2016, two petitions were lodged with the Director of Open Spaces at the Irish Chamber. One petition (with 12,500

signatories) requested that "Benugo not be given the tender for the Parliament Hill Café". A similar petition was presented for Golders Hill Park Café (9,500 signatories).

A public meeting was held in April 2016 to discuss the tender process and the subsequent petitioning of the City of London. At the meeting, a view was expressed that the City had not engaged sufficiently with Heath users and other stakeholders. Following this meeting, Benugo Ltd. withdrew their tenders for Parliament Hill Fields, Golders Hill Park and Highgate Wood. Leases for Queen's Park and Hampstead Heath Lido cafés were awarded without further issue. Subsequently, the winning tenderer for Queen's Park withdrew prior to taking up the lease. And, although the winning tenderer took up the lease at the Lido and operated over the summer, the operator withdrew from the contract at the end of September 2016.

Following a series of meetings in May 2016, Members of the HHHWQPC agreed to the extension of current leases for Parliament Hill Field's, Golders Hill Park and Highgate Wood on the same principle terms as in the existing lease's until the 12th January 2018.

Following a procurement process, Jon Sheaff and Associates were appointed to deliver an engagement process to help establish a series of service standards and to inform an options appraisal to guide future decisions on these café leases.

As part of this process, at its meeting on 27th June 2016, the Hampstead Heath Consultative Committee (HHCC) discussed the guiding principles and supported the formation of a Café Working Party. On the 18th July 2016 the HHHWQPC approved the formation of a 'Café Working Party' consisting of Officers of the City of London, a representative of the HHCC, a representative from the Highgate Wood Joint Consultative Committee (HWJCC), the Chairman of the HHHWQPC (or their representative) and representatives of the campaign team who had opposed the outcome of the initial café lease procurement process. Jon Sheaff and Associates have been reporting to Officers of the City of London and to the 'Café Working Party' throughout the duration of the engagement process.

METHODOLOGY

3

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At the outset of the process, Jon Sheaff and Associates presented a number of key drivers for the future lease procurement process. These drivers were all output-based and were closely linked to the City of London's emerging updated Management Plan for Hampstead Heath.

Key drivers were grouped into three outcome headings:

- **Economic outcomes:** open space cafés as places of employment, places where people can acquire new skills and centres of entrepreneurial activity. Open space cafés as elements in vibrant urban centres
- **Social outcomes:** open space cafés as places to meet and make friends; cafés as places offering healthy food at affordable prices; cafés supporting a strong sense of place and designed identity in the landscape, supporting distinctiveness
- **Environmental outcomes:** cafés buildings operating as carbon efficient structures; cafés supporting local food production and environmentally friendly growing

To date, the City of London's cafés have operated predominantly as simple food outlets, delivering some of the outcomes listed above. The engagement process was thus in part driven by an aspiration to understand responses to this current offer and in part by a need to consider whether or not further outcomes could be delivered through modifying the tender brief and form of agreement with successful tenderers.

To effect these dual purposes, Jon Sheaff and Associates have deployed a number of different methodologies.

3.1 On-line questionnaire

Jon Sheaff and Associates prepared an on-line questionnaire for distribution to café users and stakeholders. The content and wording of the questionnaire were discussed by the 'Café Working Party' in advance of it being published as a live document on Monday 26th October. The questionnaire was publicised by the City of London, by Members of the HHCC and HWJCC and their associated Stakeholder organisations and by the café campaign team. A link to the questionnaire was sent to over 120 organisations and individuals across the London Boroughs of Camden, Haringey and Barnet. Paper copies with pre-paid return envelopes were provided at till check out points at Parliament Hill Field's, Golders Hill Park and Highgate Wood cafés.

The questionnaire consisted of 14 multiple choice questions and three additional dialogue boxes offering respondents the opportunity to express specific opinions. A total of 2,414 questionnaires were completed. A detailed analysis of the views

and opinions captured in the questionnaire appears as Appendix 1 of this report.

3.2 On-site interviews and engagement work

To complement the questionnaire, a number of engagement events were held in the autumn of 2016. The purpose of these events was to capture more nuanced opinion from café users and stakeholders and to introduce café users, stakeholders and members of the public using the respective sites to other points of view.

Events took place at the following venues and on the following dates:

Parliament Hill Fields:

- Saturday 8th September: 11.30AM- 2.30PM
- Wednesday 26th September: 9.30-11.30AM
- Thursday 3rd October: 2.30 -4.00PM

Golders Hill Park:

- Saturday 15th October: 11.30AM – 2.30PM

Highgate Wood:

- Saturday 22nd October: 11.30AM – 2.30PM

Participants were presented with a number of mood board images depicting a variety of different café 'ambiances' and types of food offer and were given the opportunity to vote on options using a simple 'traffic light' system. The mood boards used in the on-site engagement events are contained within Appendix 2 of this report.

Participants were also offered the opportunity to leave individual comments either directly in respect of the image boards or in respect of issues and opportunities that were significant for them in the context of their use and enjoyment of the cafés or the café tender process.

The findings of the traffic light scoring system and the individual comments received for each event appear in Appendix 3 of this report.

3.3 Tour of north London park cafés

In order to explore different open space café offers in north and east London, Jon Sheaff and Associates organised visits to the following cafés:

- The Hub, Lordship Recreation Ground London, N17 6NU
- The Whittington Park café, Whittington Park, London N19 4BQ
- The Pavilion Café, Old Ford Road, Victoria Park, London, E9 7DE

Members of the 'Café Working Party' and current City of London café tenants were invited to join the tour.

Each of the cafés visited offered alternative approaches to the delivery of the outcomes set out above, different forms of governance and different relationships with asset owners, users and stakeholders.

At The Hub and Whittington Park café, facility managers described the range of outcomes delivered at each site and responded to questions from members of the Café Working Party.

At Victoria Park, the tour party discussed an offer that was wholly food-based in a building with a high quality landscape setting.



3.4 Discussion workshop

Jon Sheaff and Associates held a workshop for members of the 'Café Working Party' on the evening of the 19th November 2016.

The purpose of the workshop was to help participants to consider as fully as possible the opportunities and constraints that had been considered during the engagement process and to consider how these might be translated into actions that will inform the development of a new strategy for the procurement of leases at Parliament Hill Fields, Golders Hill Park and Highgate Wood cafés.

The workshop consisted of the following elements:

- An introductory exercise to focus participants on the outcomes that food – related activities can deliver
- An interim presentation on the findings of the questionnaire and engagement process
- A scenario-based exercise to encourage participants to consider what a café might deliver for different categories of user
- A prioritisation exercise to consider how a future procurement might order these priorities.



4

SUMMARY OF FINDINGS

A number of consistent thematic threads run through the responses to the questionnaire and the individual comments and responses volunteered by interviewees at engagement events. These threads can be grouped into a number of categories.

4.1 Preserving the qualities of the existing café offers

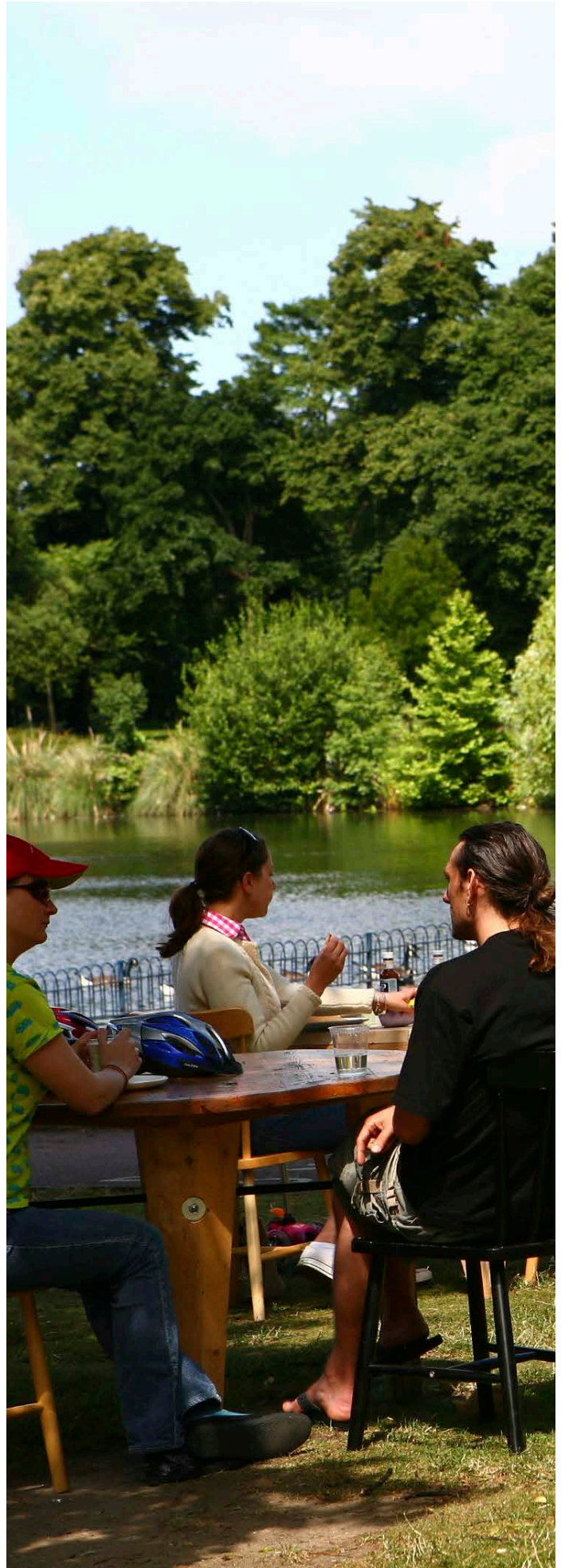
Several interviewees, especially at Parliament Hill Fields, expressed the view that the existing café delivered exactly what they wanted and that there was no need for change of any kind. On several occasions, an allusion was made to the café being a survival from another era that contrasted with cafes elsewhere that were 'all the same'. A connection was made between the design of café offers elsewhere and gentrification and the potential impact of this process on food prices. Several interviewees referred to the friendliness of staff and the atmosphere created by family-run businesses as important qualities. Some respondents commented on the difficulty of getting served quickly and the poor quality of the buildings (especially the toilets).

4.2 The cafés need to provide good quality food at affordable prices

Overall, respondents felt that the quality of food was good. Both the questionnaire and individual responses suggested that the quality of food was the most important part of a café offer. Several interviewees commented on the importance of a range of offers to cater for a variety of users with different budgets. Respondents also commented on the importance of price with many establishing a link between a change to the current offer and the risk of prices increasing. Respondents expressed negative views about prices where these were thought to be too high or did not equate to the quality of food on offer.

4.3 Cafés as community hubs

Both the questionnaire and individual responses suggested that cafes form an important function as community hubs where people can meet and socialise. A connection was often made with the café operator as part of this community (especially at Parliament Hill Fields). Several responses proposed the use of cafés as centres for community activity beyond what was already on offer.





The City of London's previous project to tender the leases for cafés at Parliament Hill Fields, Golders Hill Park and Highgate Wood elicited a strong response from users and stakeholders. The submission of petitions supported by a significant proportion of the local community suggests the depth of feeling that this issue has evoked. As a consequence, the City has had to develop a new approach to the issue that moves the discussion towards a set of common aspirations and new plans for the cafés.

The café engagement has revealed a number of key themes that should inform future decision-making in respect of café leases:

- An aspiration for the preservation of the best qualities of the existing offer
- An emphasis on the importance of good food
- An emphasis on the need for reasonable prices
- The identification of cafes as important social hubs

Future café leases should aspire to retain the qualities of the current offer that users particularly value while considering options

CONCLUSIONS AND RECOMMENDATIONS

The City of London's previous project to tender the leases for cafés at Parliament Hill Fields, Golders Hill Park and Highgate Wood has elicited a strong response from users and stakeholders, evidenced by the submission of two substantial petitions. As a consequence, the City of London took the opportunity to develop an approach to the issue that moves the discussion towards a set of common aspirations.

for cafes to deliver positive outcomes for users beyond the current offer. These might include:

- An expanded service offer offering a greater range of activities than is currently on offer, which is largely focused on food
- The opportunity for the community to participate more fully in the management of café leases through new approaches to governance
- Opportunities to maximise revenue and enhance the café offer by enhancements to buildings (better toilets, addition of community spaces) and to landscape (greater use of outdoor spaces and enhancement of building setting)
- Opportunities for local employment and the provision of training places and volunteering opportunities to enhance the café offer

The City of London has issued lease extensions for the cafés at Parliament Hill Fields, Golders Hill Park and Highgate Wood running through to 12th January 2018. This has secured continuity of service at all three sites and has allowed time for this process

of consultation and engagement to gather views and aspirations for the future of these assets and to develop common ground between the City of London and Stakeholders. This arrangement also allows current lessees the opportunity to continue to trade, although it does not give them the opportunity to plan or to invest.

A principal objective of the engagement process has been to build a greater common understanding of the needs and aspirations of as broad a range of Stakeholders as possible and an understanding of the complex interplay of factors that might influence the procurement of future leases.

The engagement process has provided a detailed data set in respect of these diverse needs and aspirations and this data set can be developed into a series of tools to assist the City of London and its Stakeholders in future decision-making around café leases.

All future leases will be informed by a set of service standards and requirements and the engagement data set can be used to

develop a set of Key Performance Indicators (KPI's) that can form part of this service standard requirement.

Recommendation 1: Undertake an exercise to develop the key findings of this engagement process into a set of KPI's to be used as a set of service standards to assess future service delivery and as a tool to assess future café tenders.

A second principal objective of the engagement process has been to build a working relationship between the City of London and café users and stakeholders in order to agree a common position in respect of current and future lease arrangements and procurement.

To achieve this, the City of London should continue to work in partnership with users and key stakeholders on future service standards and procurement assessments for Parliament Hill Fields, Golders Hill Park and Highgate Wood cafés.

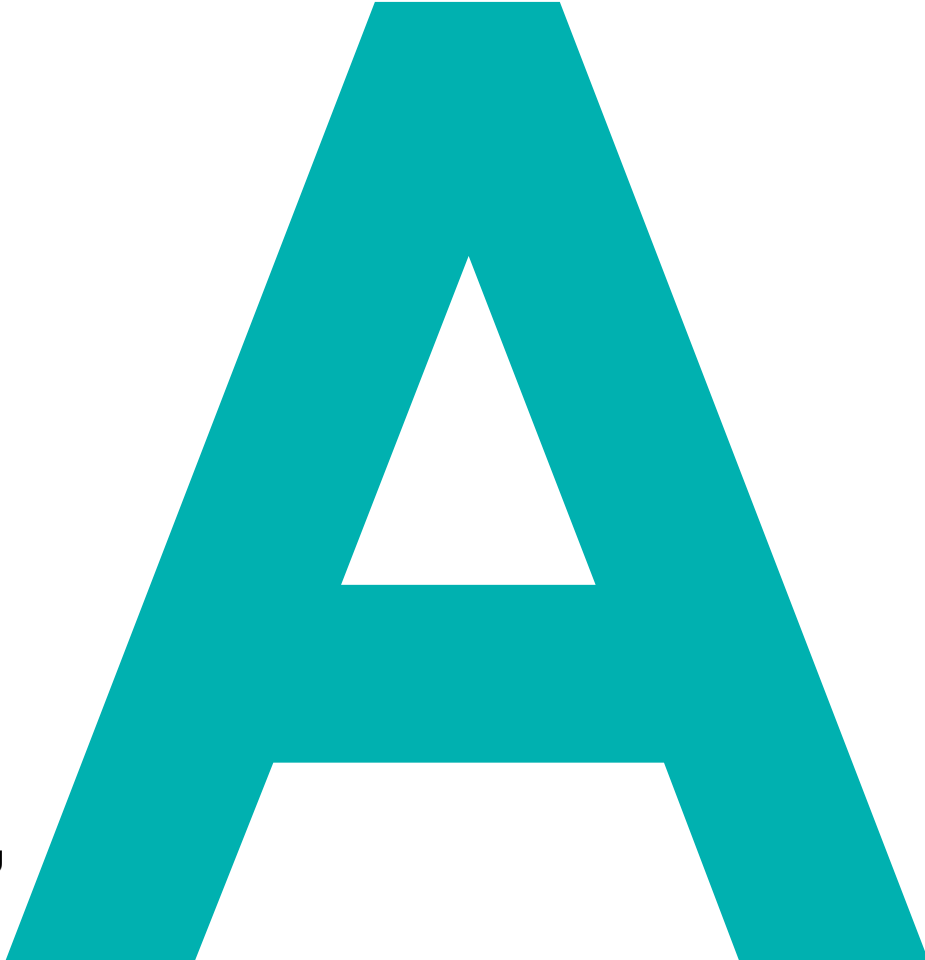
Recommendation 2: The City of London and café users and stakeholders to work together to agree a set of KPI's for future service standards based on the findings of this engagement study.

The future sustainability of café leases and the quality and substance of the future offer from the City of London's café assets could be supported through an on-going relationship between the 'Café Working Party' and café tenants.

Recommendation 3: The City of London should support a continuing role for the 'Café Working Party' in scrutinising the performance of café tenants and in considering future approaches to governance, investment and service delivery.

APPENDICES

APPENDIX A.1 - Online questionnaire, paper copy





Hampstead Heath Cafe Consultation Questionnaire

We want to ensure that our cafes meet the needs of users, stakeholders and residents. Following a review of the way in which we tender café leases, we have created a broad-based 'Café Working Group' to work with us to develop a new approach.

To help to develop this approach, we need to gather as much information as possible about how people use our cafes, what people are looking for in a café on Hampstead Heath (Parliament Hill Fields), in Golders Hill Park and in Highgate Wood, and how we might improve the catering offer across all of our sites.

We've devised a questionnaire to gather this information. The questionnaire will be available for a period of 6 weeks, closing on **6 November 2016**. In parallel, we'll be holding a number of events at our cafes to gather more views and opinions.

We really value your input, so even if you do not currently use cafes at Parliament Hill Fields, in Golders Hill Park or in Highgate Wood, we still want your views. Please take the time to complete this survey. It should take around 15 minutes of your time.

Thank you for your participation.

1. How often do you visit the following cafés?

	More than once a week	More than once a month	More than once every few months	Once a year or less	Never
Parliament Hill Fields café	☐	☐	☐	☐	☐
Golders Hill Park café	☐	☐	☐	☐	☐
Highgate Wood café	☐	☐	☐	☐	☐

2. Have you visited other cafes *near* to Parliament Hill Fields, Golders Hill Park or Highgate Wood in the last year?

Yes	☐
No	☐
Don't know	☐

3. If yes, what was your reason for choosing these cafes instead of the cafes on the heath, in the park or in the wood?



Now think about the ideal cafe provision at either Parliament Hill Fields, Golders Hill Park or in Highgate Wood.

4. If you visit more than one of the cafes listed, please select one and respond about that cafe only.

Parliament Hill Fields café	☐	Highgate Wood café	☐
Golders Hill Park café	☐	None – I don't currently visit the cafés	☐

5. What would be the main reason you would go to the cafe at Parliament Hill Fields, in Golders Hill Park or in Highgate Wood?

Please pick your top three reasons put a 1 next to your first reason, 2 next to your second reason and 3 next to your third reason.

For a coffee / tea break	☐	Play with your children	☐
For a meal i.e. breakfast, lunch or dinner	☐	Take part in a sport or game	☐
At the start or end of a walk	☐	To attend events or group activities	☐
When walking the dog(s)	☐	As an alternative location to work from	☐
To socialise with friends or family	☐		
Other (please specify below)	☐		

6. What drinks would you like to be sold in the cafe?

Please select the 2 most important.

Fresh brewed coffee / tea	☐	Main meals / hot food	☐
Hot drinks to take away	☐	Cold meals e.g. salads	☐
Branded soft drinks	☐	Hot snacks	☐
Fresh fruit juice / smoothies	☐	Sandwiches and cold snacks	☐
Alcoholic drinks	☐	Packaged, take-out options e.g. sandwiches	☐
Other - please specify	☐	Cakes	☐

7. What food would you like to be sold in the cafe?

Please select the 3 most important.

Children's meals	☐
Baby food	☐
Specials which change regularly	☐
Other - please specify	☐



8. What options would you like to be offered in the cafe?
Please select the **2 most important**.

Healthy options	☐
Freshly / home made products	☐
Wide variety of options	☐
Vegetarian / vegan	☐
Food suitable for those with allergies e.g. gluten free	☐
Other - please specify	☐

9. Please read the following statements in relation to the cafe and tell us how strongly you agree or disagree.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A or Don't know
It is important that the cafe reflects the landscape and identity of the heath, park or wood.	☐	☐	☐	☐	☐	☐
There should be opportunities for local people to be employed and trained in the cafe.	☐	☐	☐	☐	☐	☐
The cafe should offer catering training to young people.	☐	☐	☐	☐	☐	☐
There should be investment to make the cafe environmentally friendly e.g. energy efficient, recycling.	☐	☐	☐	☐	☐	☐
People should be able to use the cafe regularly for group activities or events.	☐	☐	☐	☐	☐	☐
The cafe should host their own special events.	☐	☐	☐	☐	☐	☐
There should be a low turnover of staff so they can build relationships with regular visitors.	☐	☐	☐	☐	☐	☐
People judge Parliament Hill Fields, Golders Hill Park and / or Highgate Wood on the quality of the cafe.	☐	☐	☐	☐	☐	☐
The cafe should be individual in style and run in a way that reflects specific, local needs.	☐	☐	☐	☐	☐	☐



10. Please read the following statements in relation to service of food in the cafe and tell us how strongly you agree or disagree.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A or Don't know
Space for eating and drinking outside is essential.	☐	☐	☐	☐	☐	☐
At busy times of the year, the cafe should sell food from pop-up stands, etc.	☐	☐	☐	☐	☐	☐
The cafe should be open early in the mornings i.e. before 9am.	☐	☐	☐	☐	☐	☐
The cafe should be open in the evening, as late as other parts of the heath, park or wood.	☐	☐	☐	☐	☐	☐
The cafe should be table service rather than self-service.	☐	☐	☐	☐	☐	☐
Ingredients and food should be locally sourced, where possible.	☐	☐	☐	☐	☐	☐
The ingredients and food should be fair trade, where possible.	☐	☐	☐	☐	☐	☐

11. Please read the following statements in relation to facilities in the cafe and tell us how strongly you agree or disagree.

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree	N/A or Don't know
The cafe should have plenty of facilities for children and babies.	☐	☐	☐	☐	☐	☐
There should be dedicated baby changing areas.	☐	☐	☐	☐	☐	☐
The cafe should have facilities for dogs e.g. bowls of drinking water.	☐	☐	☐	☐	☐	☐
Dogs should be allowed inside the cafe.	☐	☐	☐	☐	☐	☐
There should be free access to WiFi in the cafes.	☐	☐	☐	☐	☐	☐
There should be background music, or similar, played in the cafe.	☐	☐	☐	☐	☐	☐
The cafe should appeal to and cater for a wide range of visitors.	☐	☐	☐	☐	☐	☐

12. Which of the following most closely describes how you'd like a cafe at Parliament Hill Fields, in Golders Hill Park or in Highgate Wood to look and feel?

Note: these images are not ideas for a new design but merely to illustrate the terms used



Individual and unique ☐



Quick and efficient ☐



Modern and minimalist ☐



Strong connection to nature ☐



Architecturally distinctive ☐



Traditional ☐

Other ☐



13. What do you like most about the cafe you visit at Parliament Hill Fields, in Golders Hill Park and in Highgate Wood?



14. What is the one thing you would really like to change about the cafe at Parliament Hill Fields, in Golders Hill Park or in Highgate Wood?

15. How would you rate the current cafe you visit in relation to the following:

	Excellent	Good	Neutral	Poor	Terrible	N/A or Don't know
Quality of food and drink	☐	☐	☐	☐	☐	☐
Design of the building and space around it	☐	☐	☐	☐	☐	☐
Price of food and drink	☐	☐	☐	☐	☐	☐
Value for money	☐	☐	☐	☐	☐	☐
How environmentally friendly the cafe is	☐	☐	☐	☐	☐	☐
Links to the local community e.g. advertise local groups, etc	☐	☐	☐	☐	☐	☐
Healthiness of food and drink sold	☐	☐	☐	☐	☐	☐
Speed of service	☐	☐	☐	☐	☐	☐
Facilities e.g. toilets, etc	☐	☐	☐	☐	☐	☐
Cleanliness of cafe	☐	☐	☐	☐	☐	☐
Welcoming to a wide range of visitors	☐	☐	☐	☐	☐	☐
Ambience of the cafe e.g. relaxed, friendly, etc	☐	☐	☐	☐	☐	☐

16. Which of the following is most important to you in relation to the cafe at Parliament Hill Fields, in Golders Hill Park or in Highgate Wood?



Please select **one** only.

Quality of food and drink	☐	Links to the local community / local area	☐
Design of the building and space around it	☐	Healthy food and drink	☐
Price of food and drink	☐	Speed of service	☐
That it is environmentally friendly		☐	

17. Do you have any other comments or suggestions you would like to share with us about the Parliament Hill Fields cafe, Golders Hill Park cafe and / or Highgate Wood cafe?

Demographics

Please answer the following questions to help us ensure that all members of our community are being served properly.



1. Are you:	2. Gender:	3. Age:
A local resident ☐	Male ☐	5-15 years ☐
Work locally ☐	Female ☐	16-19 years ☐
Visiting ☐	Other ☐	20-44 years ☐
		45-64 years ☐
		65 years + ☐
		Prefer not to say ☐

4. What is your ethnic group? Please circle.

White	Mixed / Multiple Ethnic Groups	Asian / Asian British	Black / African / Caribbean / Black British	Other Ethnic Group
English /Welsh / Scottish / Northern Irish / British	White and Black Caribbean	Indian	African	Arab
Irish	White and Black African	Pakistani	Black British	Any other ethnic group
Traveller	White and Asian	Bangladeshi	Caribbean	
Any other White background	Any other mixed / multiple ethnic background	Chinese	Any other Black / African / Caribbean background	
		Any other Asian background		

5. What is your main language?	6. Do you consider yourself to have a disability?
English ☐	Yes ☐
Other (please specify) ☐	No ☐
	Prefer not to say ☐

Thank you again for taking the time to complete this questionnaire.

APPENDICES A.2 - Hampstead Heath Cafés Consultation Questionnaire Results

Introduction

The consultation questionnaire was developed in conjunction with the 'Café Working Party'. Once agreed, it was published online and the link widely shared. Paper copies were also produced and the design team attended a series of consultation events to gather further opinion. Attendees at these events were also asked to complete a questionnaire. The online questionnaire was open for 6 weeks from the 26th October to the 6th November 2016. Responses were received from 2,414 individuals.

Respondents were asked which cafés they visited and how often. The breakdown of responses is shown on Table A.2.1.

In terms of demographics, it should be noted that the respondents did not represent the diversity of the three London Boroughs in which the cafés are located. Only 10.5% of respondents reported being from a non-white ethnic group, and 74% of respondents were over 45 years old, with 28% being over 65 years old. These figures are presented with ONS (Office of National Statistics) data for Camden, Haringey, and Barnet below to highlight the difference.

Reasons People Visit Cafés on Hampstead Heath

The main reasons people cited visiting the cafés were for a coffee / tea break, before / after a walk and to socialise. The next most frequently cited reason was for a meal. These reasons should be noted to ensure that the cafés facilitate these activities, and

Table A.2.1 - Which café do you visite and how often					
	more than once a week	more than once a month	every few months	once a year or less	never
Parliament Hill Fields Café	288	426	496	291	220
Golders Hill Park Café	166	313	469	413	275
Highgate Wood Café	67	153	355	513	505

Table A.2.2	
	From a non-White Ethnic Group
Camden	30%
Haringey	33%
Barnet	29%
Questionnaire Respondents	10.5%

Table A.2.3		
	Aged 45-64 years	Aged 65 years or more
Camden		
Haringey	21%	9%
Barnet		
Questionnaire Respondents	46%	28%

recognise them as the most likely reason for people to use them, whilst also catering for other users, such as dog walkers, etc. Acknowledging the main reasons for people to visit the cafés can allow for these uses to be prioritised, through understanding what people's expectations are, and what space, service and provision they want when coming in just for a coffee or tea break, to stop before or after a walk, or to socialise.

40.1% of people said that the number one reason they visit one of the cafés is for a coffee or tea break.	
coffee / tea break	40.1%
before / after walk	21.0%
for a meal	18.1%
socialise friends / family	9.0%
walking dog	6.4%
playing with children	3.4%
other	1.3%
before / after sport	0.3%
alternative place to work	0.2%
for events or activity	0.1%

30.1% of people said that the number two reason they visit one of the cafés is before or after a walk.	
before / after walk	30.1%
for a meal	25.2%
socialise friends / family	24.0%
coffee / tea break	7.3%
walking dog	5.5%
playing with children	5.1%
for events or activity	1.0%
other	1.0%
before / after sport	0.5%
alternative place to work	0.2%

28.0% of people said that the number three reason they visit one of the cafés is to socialise with friends or family.	
socialise friends / family	28.0%
before / after walk	21.0%
for a meal	17.9%
coffee / tea break	16.0%
playing with children	5.7%
walking dog	4.3%
for events or activity	2.4%
other	2.4%
alternative place to work	1.5%
before / after sport	0.8%

Most Important Aspect of Cafés

Respondents were given a forced choice question. This is a where a list of options is given, all or many of which are important, and they have to select just one. This gives a clearer indication of what is perceived to be essential in café provision, and what is more of a desirable option than a requirement.

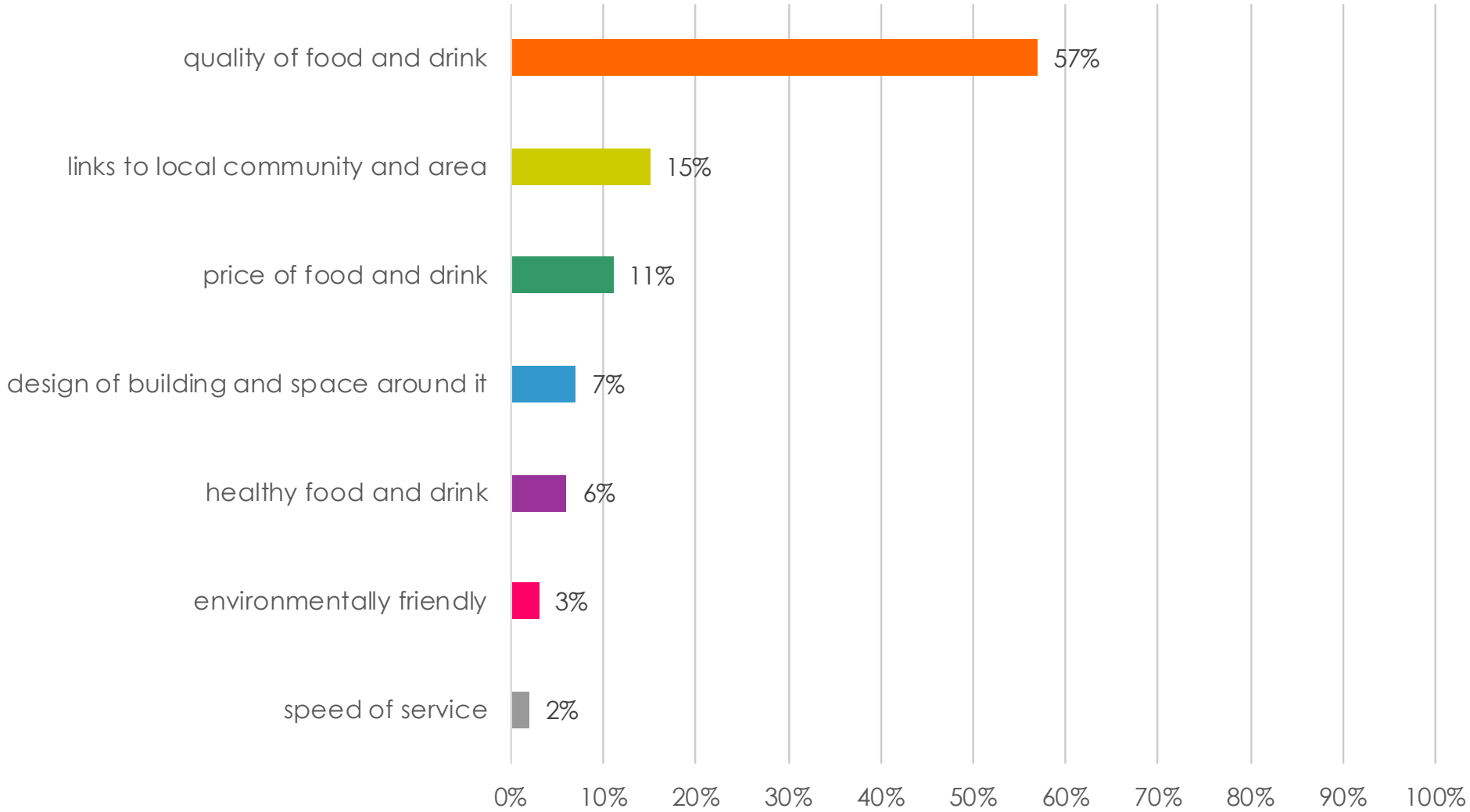
Over half of the respondents selected quality of food and drink as being the most important aspect of a café on Hampstead Heath, Golders Hill Park or in Highgate Wood.

Price of food and drink was selected by 11% of respondents, demonstrating that the majority would not like the café to sell food and drink cheaply if this negatively impacted upon the quality of what was sold. However, there was a feeling that options should be offered to suit a range of budgets as this would encourage more people to visit.

Links to the local community was rated as being important by 15% of respondents. This was reflected in comments which frequently referred to the cafés, and their management, as part of the community.

Only 3% of respondents said that the most important aspect of the cafés were that they were environmentally friendly. People generally recognise it to be important, but feel it is less important than the quality of food served, how the café fits into the local community and what the café looks like.

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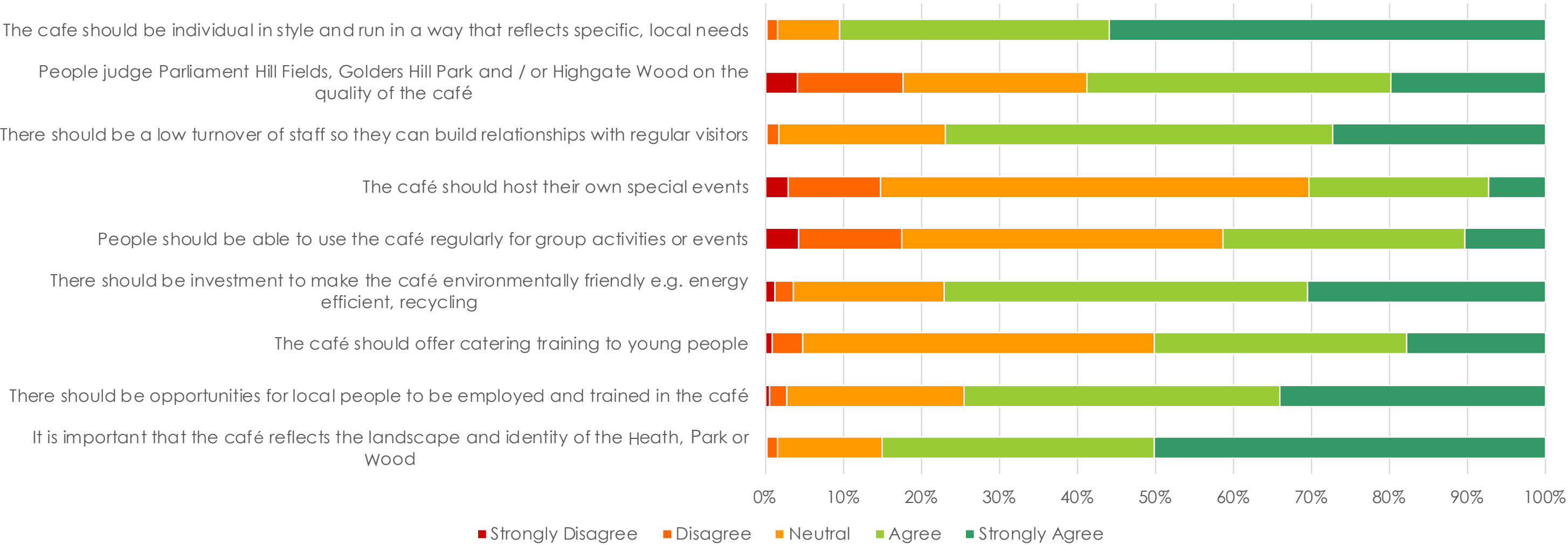
Operation of Cafés

Respondents were overwhelmingly (90%) in favour of the cafés being independent in style and the way that they were run. A considerable number specified in comments that they wanted it to be run by an organisation who were not a chain or large corporation, who they perceived to be faceless and more interested in generating income than what would benefit customers. Of the respondents, 85% agree that it is important that the café reflects the landscape and identity of the Heath. People reported that they wanted the café to blend with it's setting rather than overpower it, and that links to and views of nature should be prioritised.

77% of respondents agreed that there should be a low turnover of staff. In comments, respondents said that it was important that staff in the cafés built relationships with local people. For those who are not regular customers it is important that staff are friendly, regardless of whether they recognise them as a familiar face, or not.

The statements which received lower levels of agreement include the café hosting or being used for events / activities, and catering training offered to young people.

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Food Served in Cafés

Almost all respondents (98%) felt that it was important to incorporate space outside the cafés for eating and drinking. Other responses and comments revealed that the spaces outside were used for a range of things including people taking their dogs to the café, smokers, people enjoying the fresh air and people with children. Space outside should be designed to cater for all of these needs and it should be understood that they will often happen simultaneously and separation may therefore be required. In all cafés, requests were received to provide more outdoor seating, or better quality outdoor seating, and more covered areas in some cases.

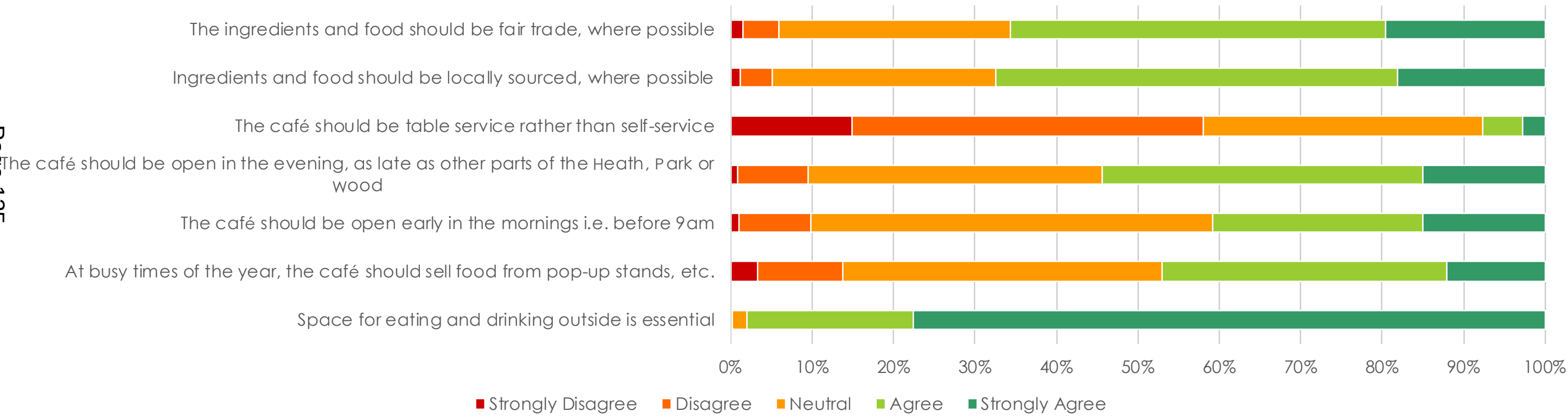
Respondents also agreed on the whole that ingredients in food should be locally sourced and fair trade where possible.

There was some desire to have cafés which open earlier than 9am to serve people on the way to school or work, or those out for early morning walks by themselves or with their dogs. Some also reported that they would like cafés to be open in the evening, particularly in the summer. Live music events, etc, which have previously been hosted by cafés, were praised.

Respondents were generally not in favour of table service over self-service, 15% strongly disagreed and 43% disagreed (total of

58%), suggesting the majority favoured self-service, or a mix of self-service and table service.

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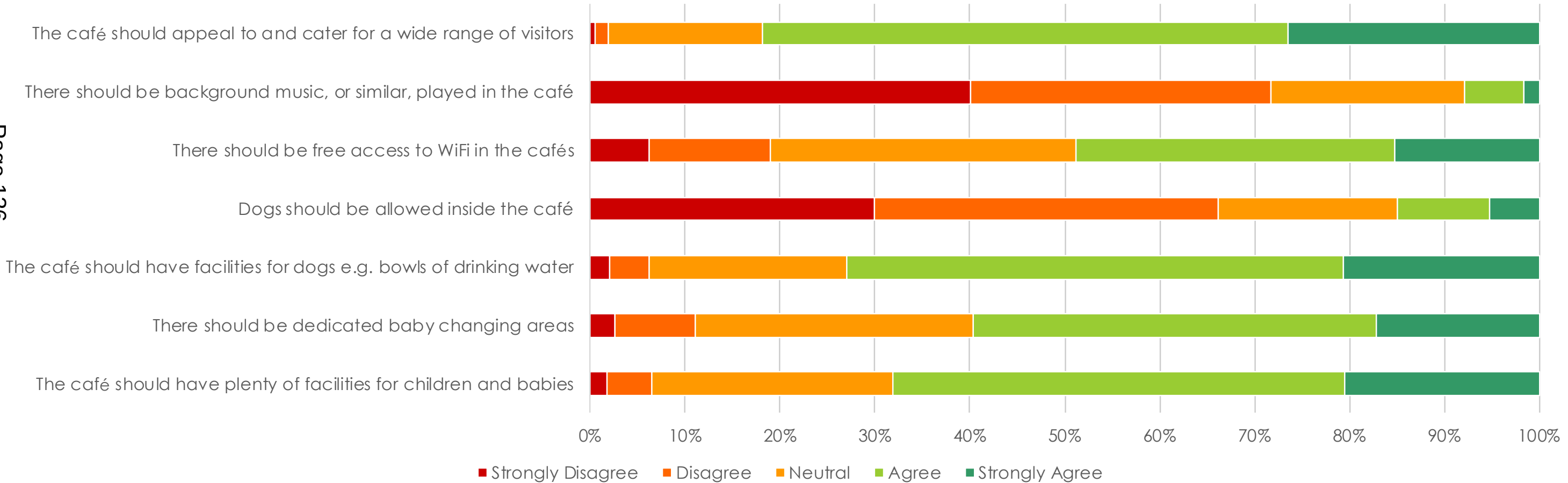
Facilities in Cafés

Respondents were in agreement that the café should cater for a wide range of visitors. In their comments, a large number of respondents noted that the current café provision attracted a range of visitors from young to old, and those with families or dog owners. However, greater diversity than this was not reported. There were mixed views on how accessible the cafés, including toilets, were to disabled customers. It should be noted that the majority of respondents to the questionnaires were users of the current café(s), and were not representative of the overall demographic of the London Boroughs in which the cafés are located. There may be groups who feel the cafés are not for

them and do not visit. If the cafés are to appeal to and cater for an even wider range of visitors, their needs are important and should be recognised.

Overall, people reported that they would like baby changing facilities and facilities for children. Comments revealed that this meant facilities within the cafés, not just nearby. Whilst most people agreed that water, etc should be provided for dogs, two thirds of respondents felt that dogs should not be allowed inside the cafés. In comments, a number of respondents reported that they would like further separation of dogs in outside areas, especially if owners had them off their leads.

Around 75% of people did not want background music playing, with 40% feeling strongly that there should not be music. Opinion was divided on the provision of WiFi.



What Drinks Do People Want?

Respondents were asked to select the two most important from the list shown opposite.

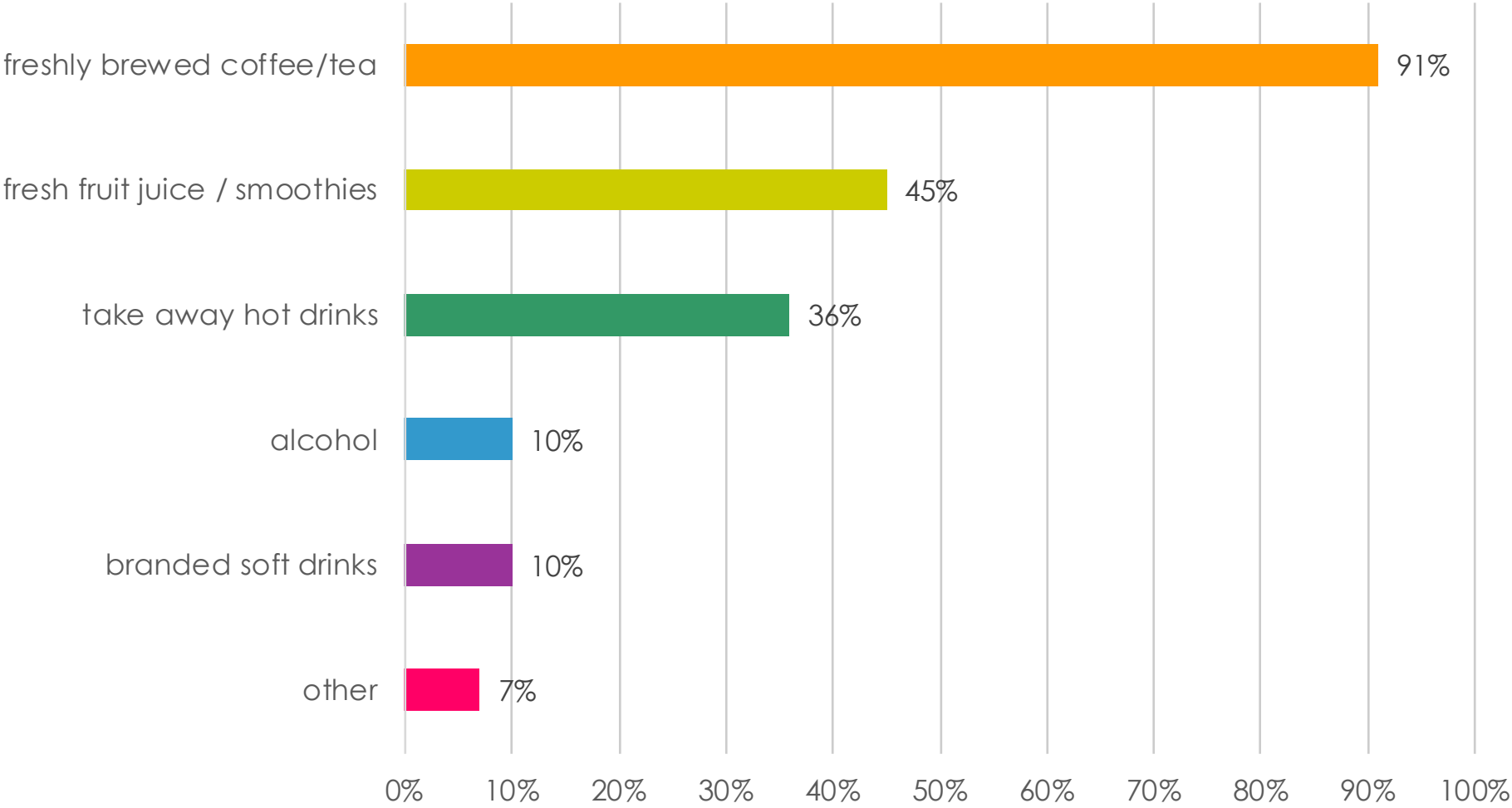
Overwhelmingly, respondents reported that freshly brewed coffee and tea were important to them. In terms of the quality of coffee currently served, many respondents were very positive, but some cited this as something they'd like to change.

As a coffee / tea break was cited as the main reason people would visit the café, this element of the offer needs to be effective and efficient to encourage people to continue to come to the café. Quality of tea and coffee offered is very important.

The second and third types of drinks people wanted were fresh fruit juice / smoothies and hot drinks to take away.

Only 10% of people reported that it was important that branded soft drinks and alcohol were served.

Those selecting "other" specified that this included: herbal teas, hot chocolate, more niche soft drink brands, free access to water with glasses, and free hot water.



What Food Do People Want?

People were asked to select the three most important food items that should be served in the cafés.

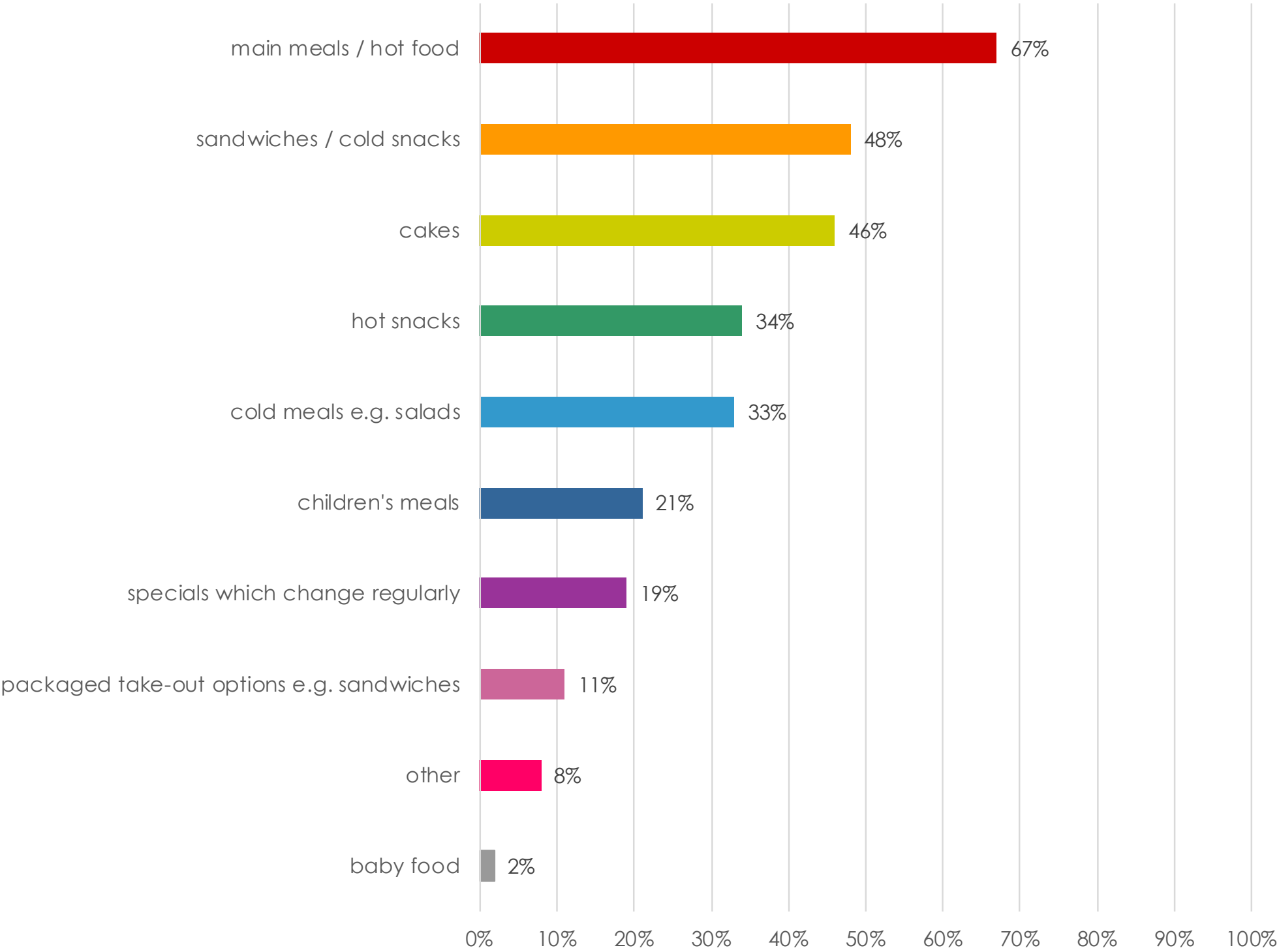
There was not a very clear distinction in relation to food, which suggests that one of the most important things is variety and choice to suit a range of needs.

Around two thirds of people reported that it was important that cafés served hot food and main meals. At the same time almost half the respondents also said that sandwiches and cold snacks should be served, and a variety of cakes.

A considerable proportion of respondents reported that hot snacks, cold meals, children's meals and regularly changing specials were important to them. Baby food was only felt to be important to 2% of respondents.

Those who selected "other" specified ice cream (preferably homemade), pastries and breakfast options e.g. porridge, etc.

There were numerous positive comments made in relation to the hot food currently served and it is seen as important that freshly prepared hot food at a reasonable price is offered. There was less satisfaction reported with fresh salads and sandwiches currently offered, and the range of healthier options for children.



What Other Options Do People Want?

Respondents were also asked to select two other options that were important to them.

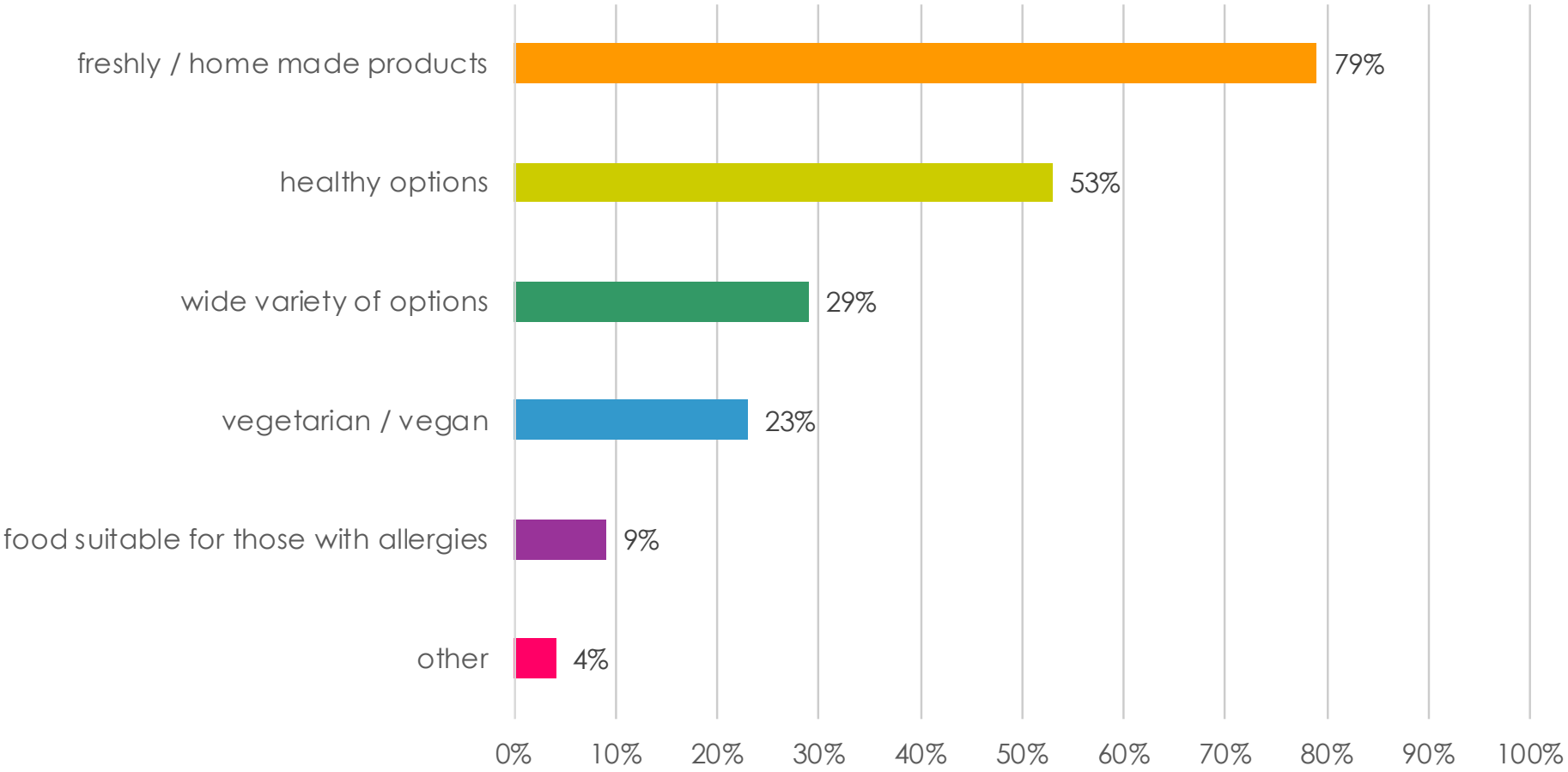
The most important option, cited by over three quarters of respondents, was that freshly made and / or home made food was served. Respondents specified that this included; main meals, freshly made salads, and home made cakes, pastries and ice cream.

Healthy options were also reported to be important, and it was selected by over half of respondents. Comments revealed that this included healthy options for children's meals and freshly prepared salads.

Variety was viewed as important, although for some people it was more important to offer a limited number of options, but to do them well.

Being able to offer vegetarian and vegan options was felt to be important by around one quarter of respondents, and about one in ten thought that food suitable for those with allergies was important. Some respondents commented that staff should at least be trained on food allergies and be able to provide information about the food served to assist those with allergies.

Of the respondents who selected "other", the most commonly specified alternative option was organic food.



Existing Café Provision

There was a lot of support for the existing café providers from respondents. However, it should be noted that whilst many respondents wanted the cafés to stay exactly as they are, a considerable number of respondents only wanted specific elements of the cafés to be retained, in particular that they retain their unique local and community identity.

It is important to appreciate what is liked about the existing café provision, so that the positive aspects which make the cafés so popular are maintained. On the following three pages, satisfaction ratings with the existing cafés are given.

The data shows that quality of food and drink were consistently rated highly, as was the atmosphere in each of the cafés and the cleanliness. Respondents also reported that the cafés were all welcoming to a range of people. However, the non-representative demographics of the respondents for the three London Boroughs where the cafés are located should be taken into account. Those who use the cafés feel that they are welcoming to a diverse range of people, however, the questionnaire responses do not provide support for this as responses are not from a representative demographic group.

Only around half the respondents reported that their cafés had strong links to the local community. Whilst they felt that those running the cafés were members of their community, a number of people did not feel that they actively and consistently supported local groups. There were reports of some events taking place, however this was not perceived to be the norm by everyone, or to happen consistently.

Almost one third of respondents, and almost half from Highgate Wood, did not feel that the café represented good or excellent value for money. Whilst quality is clearly important to respondents, it was widely reported that people did not want the cafés to become too expensive and should offer a range of food and drink to suit different people's budgets.

Speed of service was cited as an issue at busy times in all three of the cafés, in particular Highgate Woods café. People want an efficient, yet personalised service. Being able to order quickly, but not feeling you are being rushed or just treated as a "number".

In terms of setting, a considerable number of respondents felt that the design of the café and it's surroundings could be improved. In relation to Parliament Hill Fields café 47% of respondents did not think that the design of the building was good. Around one fifth of respondents said that Highgate Wood café building was not good, comments revealed that this related mostly to the internal rather than external space. Around one third of respondents did not rate the building or landscape as good at Golders Hill Park café.

In addition, facilities, especially toilets, were not rated positively by all respondents. Around 60% of the respondents said facilities at Parliament Hill Fields were not good. Over half of respondents reported the same about facilities at Highgate Wood café, and about 45% of respondents said that facilities at Golders Hill Park were not good.

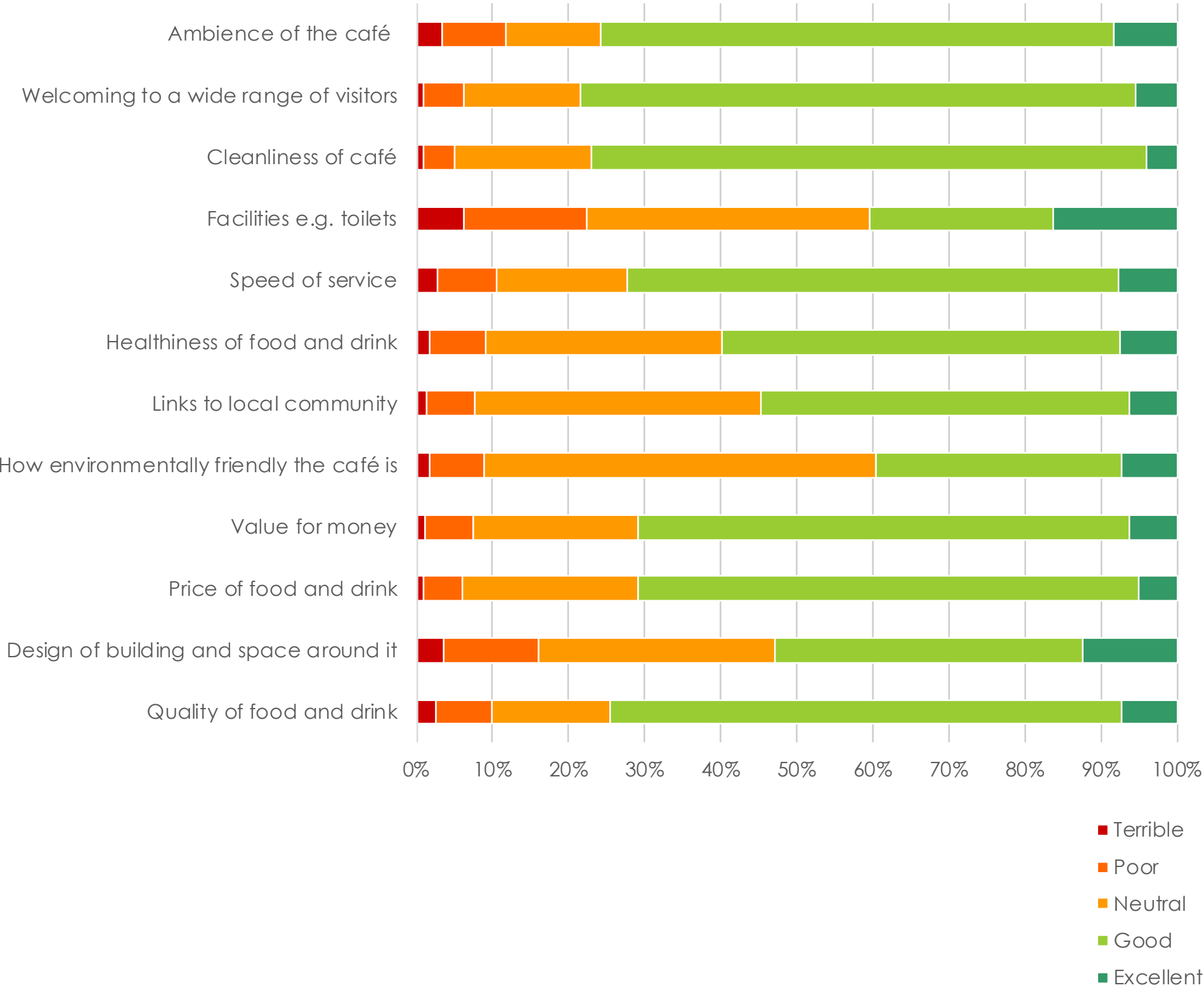
Existing Café Provision: Parliament Hill Fields

The only aspects rated as significantly less than satisfactory overall were how environmentally friendly the café is (generally, respondents did not have a high awareness of this issue) and the facilities, particularly the toilets.

In terms of what they liked about the current café, people were most likely to mention quality of food, friendliness of staff, value for money, that it is independently run (particularly that it is a family business), that service is efficient and that there is a positive atmosphere. A number of people also mentioned that it was a café for everyone.

The majority of people who responded to the question about what they would like to change said nothing. However, there were some suggestions of things to improve from others, which included: an upgrade of the building (but not over stylised or generic, something low key and in-keeping with the natural setting were preferred), dogs to be kept more separate, longer opening hours and improved toilet facilities.

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Existing Café Provision: Golders Hill Park

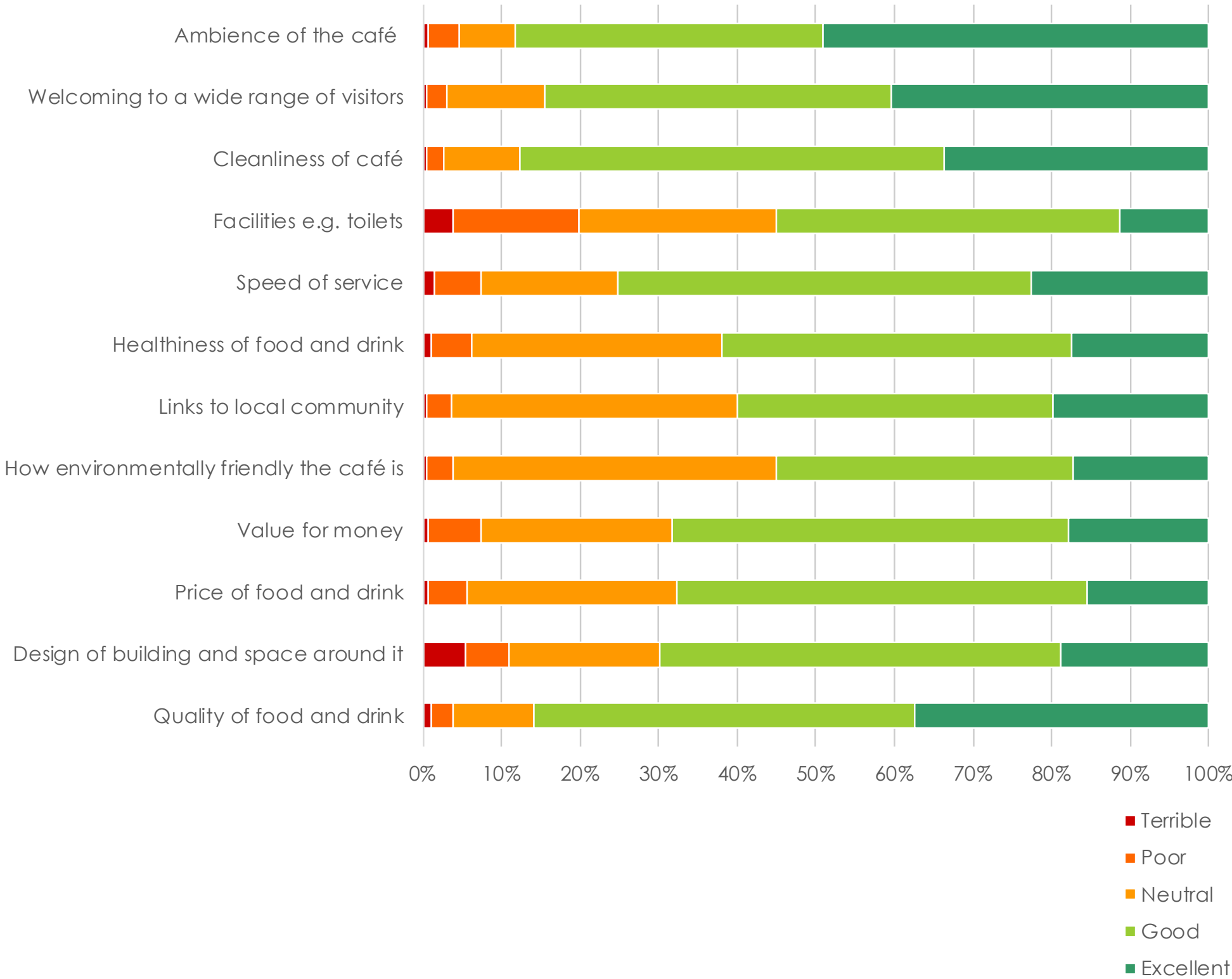
There were no elements of the café with which people expressed overall dissatisfaction. The most negative responses received were in relation to the facilities and design of the building.

When asked to comment on what they liked about the current provision, the main things cited were:

- friendliness of staff,
- quality of the food and drink,
- views and connection to nature, the atmosphere
- the fact that it is independently (and family) run.

Homemade ice cream was also cited by a large number of respondents.

Again, the most frequent response about what people would like to see changed was nothing. People who did note improvements that could be made cited: greater variety in food options offered, longer opening hours, speedier service at peak times and, for some, a friendlier service by staff.

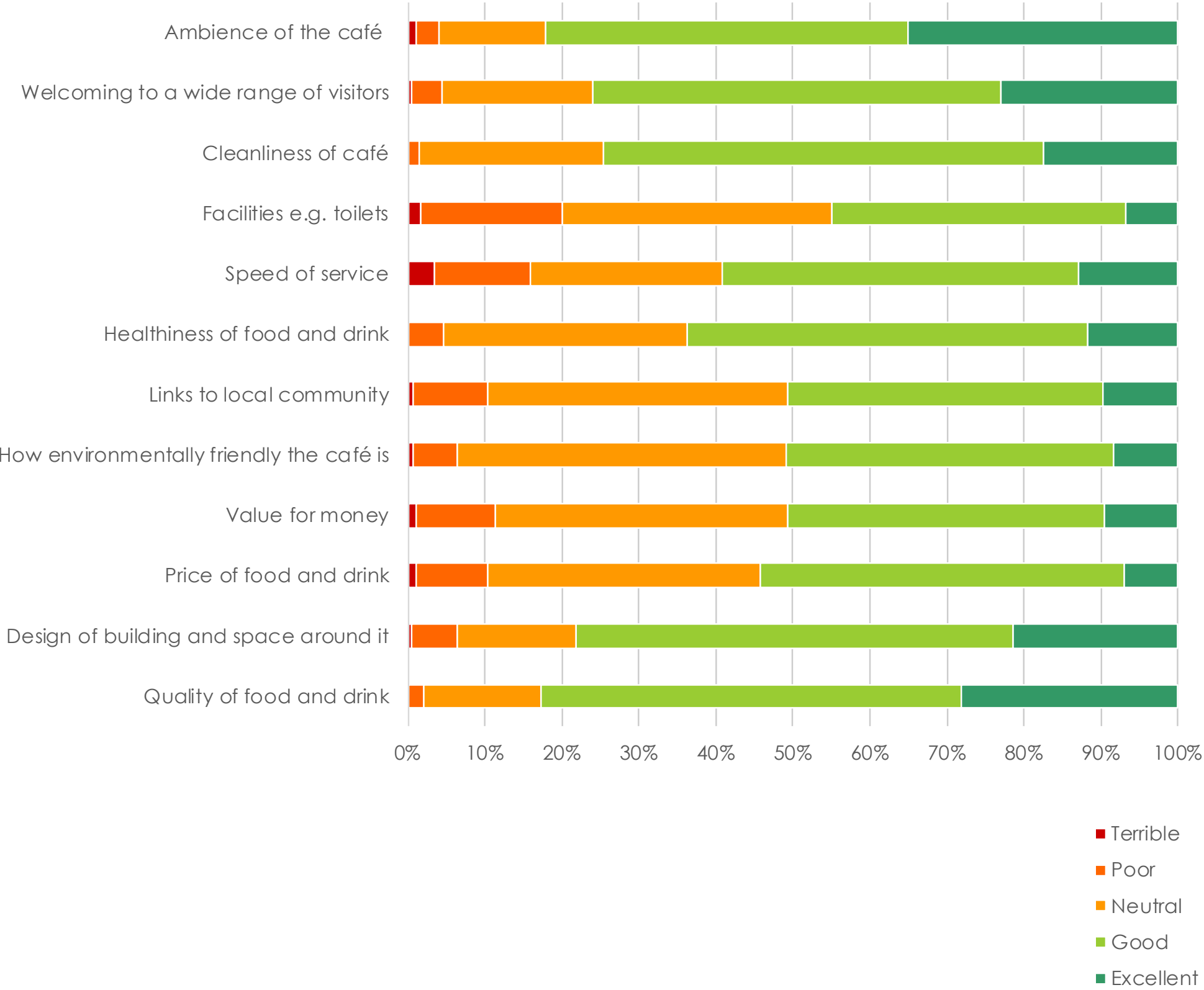


Existing Café Provision: Highgate Wood

The majority of respondents reported that toilets were not good. The degree to which the café is environmentally friendly, links to the local community and value for money were borderline satisfactory, with a number of people reporting that they were not good or excellent in the current café.

When asked what they liked about their current provision, people were most likely to say quality of the food, friendliness of the staff, the outdoor terrace area, and views and links to nature.

Again, there were a number of people who said that they would not like anything to change about the café, but there were fewer responses of this nature, proportionally, than there were for Parliament Hill Fields café. The most frequent response, in relation to what people wanted changing, was the speed of service at peak times. They also cited the toilet facilities as something that needed improving, and requested more inside seating. Almost half the respondents did not feel the café represented good value for money.



Design of the Cafés

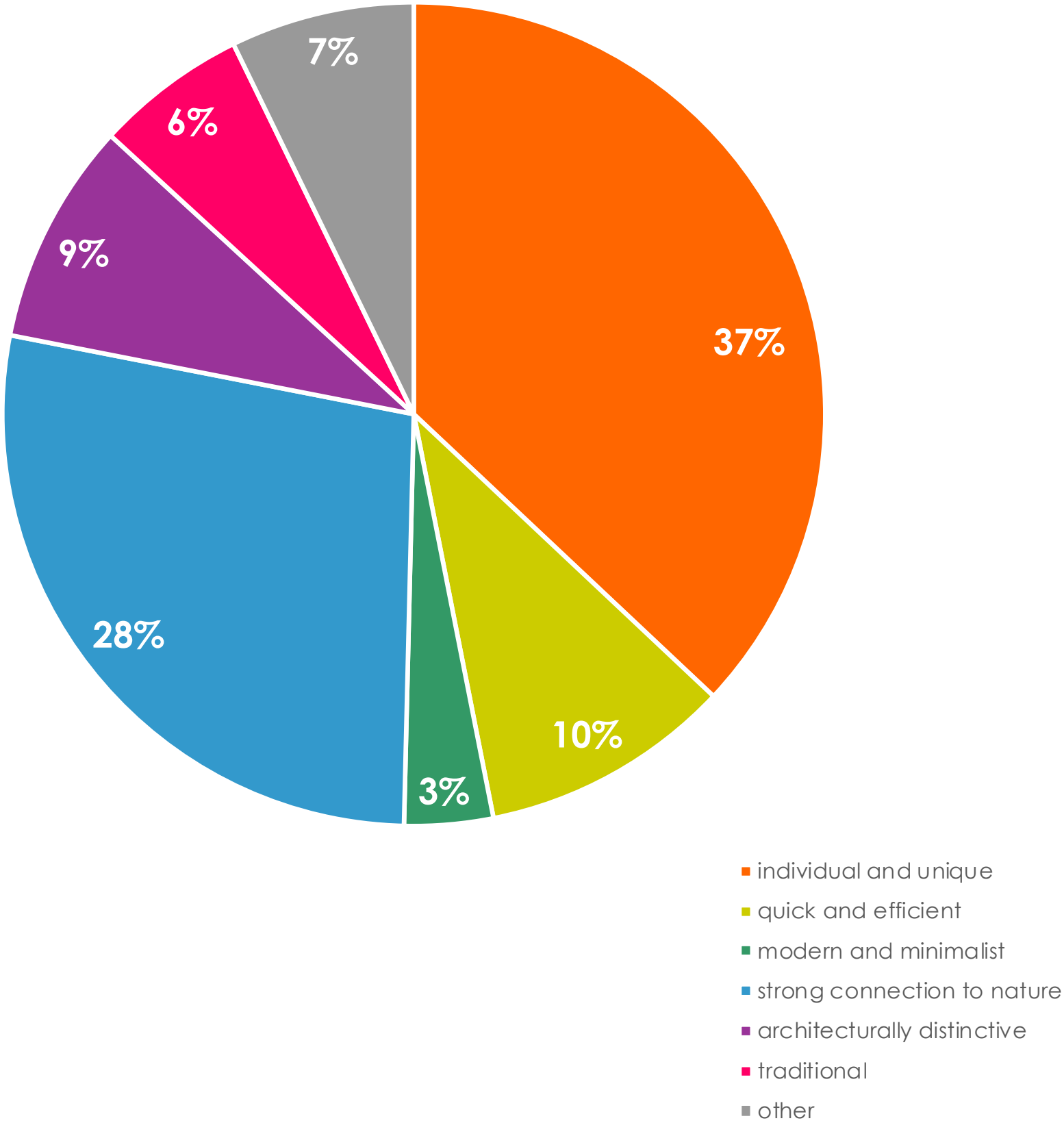
The two main styles which respondents selected for preferred café design were individual and unique, and strong connection to nature.

Many respondents felt the connection to nature is provided through outdoor spaces adjacent to the cafés.

Design of the spaces was one of the most often cited things that respondents would like to change about the existing cafés. However, the majority of the 7% who responded “other” specified that they would like the café designs to stay as they are.

There was some concern that changing the café design would lead to something which was generic or sterile being provided. Or that it would be too modern or trendy. There were very few people who selected modern and minimalist as a preferred style, suggesting the café design needs to link to it's location, rather than trying to provide a contrast to the natural landscape.

Words people used to describe their preferred style, other than those in the questionnaire, include: low-key, unfussy, traditional and more cafeteria than restaurant.



Conclusions

Based upon the responses to the questionnaires, the following are noted as being particularly important to people for their cafés in Parliament Hill Fields, Golders Hill Park and Highgate Wood:

Unique style – respondents were overwhelmingly in favour of cafés which were unique, both in design, and the food and service on offer.

Freshly prepared food – food that is homemade, and unique or distinctive is something which is important to people. Pre-packaged or mass produced food is clearly not something that people want the cafés to serve. People reported that freshly made food encouraged them to visit the cafés as it was increasingly unusual to find somewhere that offered this in a café setting.

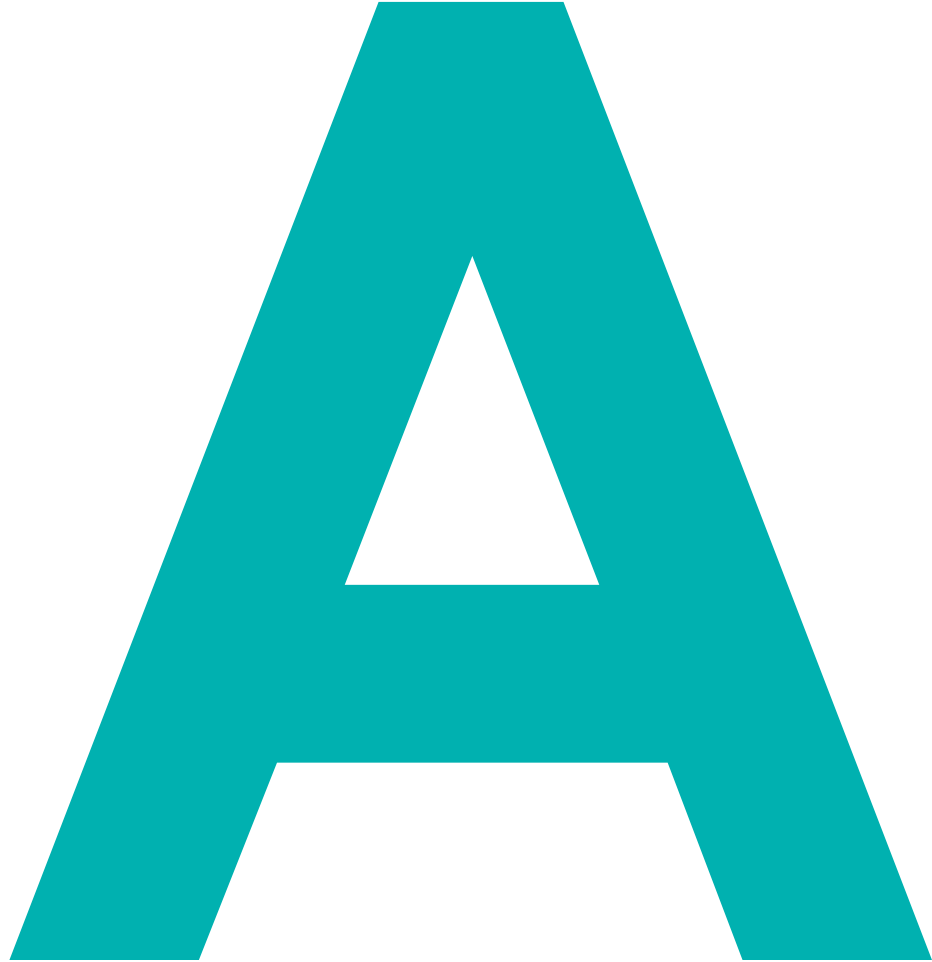
Community links – people want to feel that the cafés are part of their community, rather than just operating within it. They want something to be provided over which they feel a sense of ownership, and management who they know personally. They want to feel that they are using a local provision and therefore investing in their own community. They want those running the café to have an understanding of local needs and to respond to them in their offer.

History – the cafés have been operating for a number of years and people feel a sense of their own history attached to them. They want this to endure in any café provision, through maintaining the ethos of cafés, and their independence and uniqueness.

For everyone – respondents feel that the cafés have to be provided to suit the needs of everyone. It is important to recognise what this means, and what would encourage a diverse range of people to visit the cafés, including both those who use the existing provision, and those who don't currently use the cafés but might like to in the future. Provision for different users e.g. dog walkers, is important but should not negatively affect the user experience of others.

Design of the space – people want the cafés to be pleasant buildings with plenty of fit-for-purpose outdoor space and seating, which allows everyone to enjoy the views and location of the café. The design should reflect the natural setting. The design should also have a positive impact upon operation of the café, such as facilitating speed of service and providing access to facilities such as good toilet provision.

APPENDICES A.3 - On-site interviews and engagement work Results



Parliament Hill Consultation Event 2016.09.08



Fig.A.3.1 - Parliament Hill consultation event, on 08.09.16.



Fig.A.3.2 - Parliament Hill consultation event, on 08.09.16.

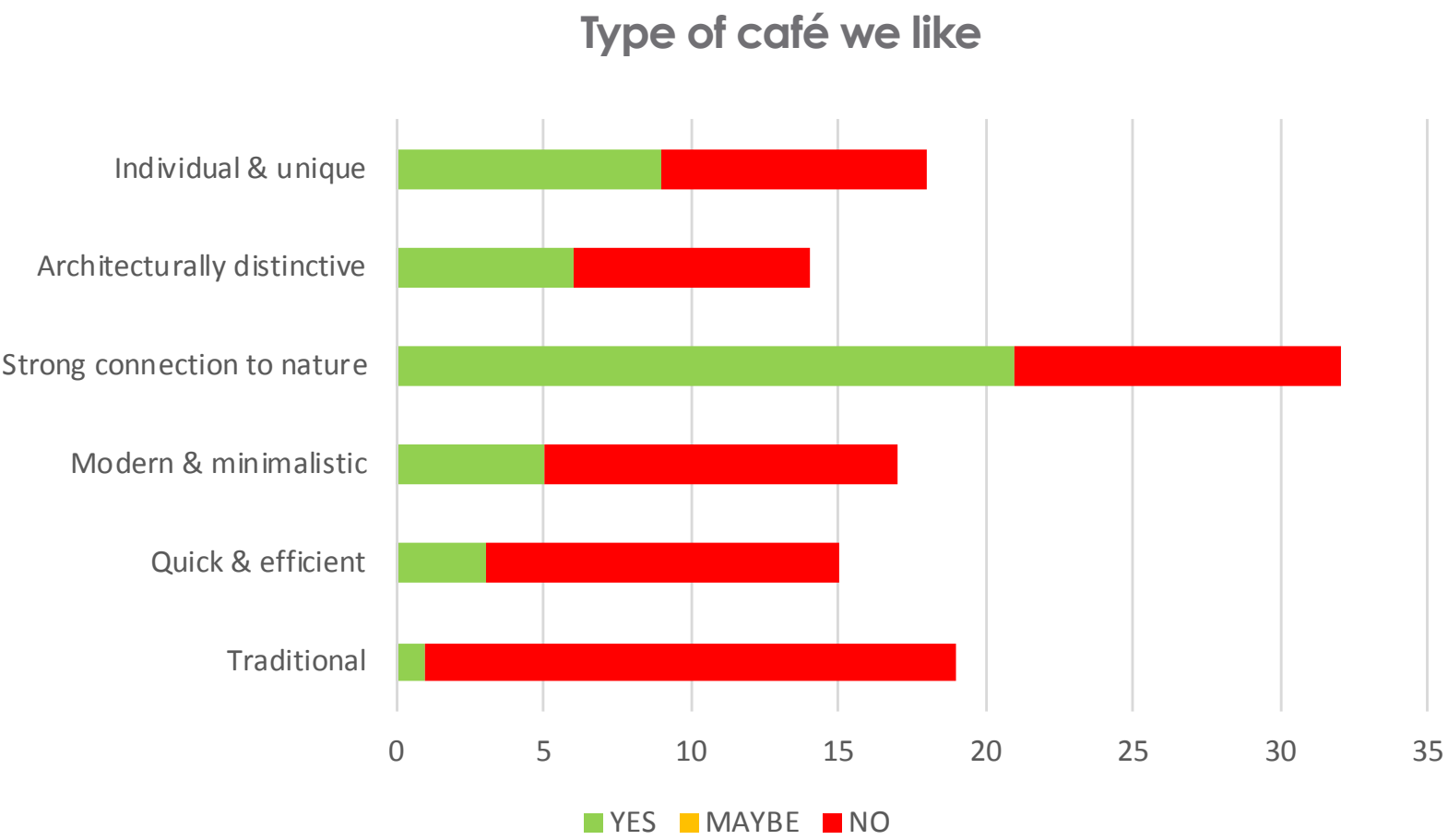
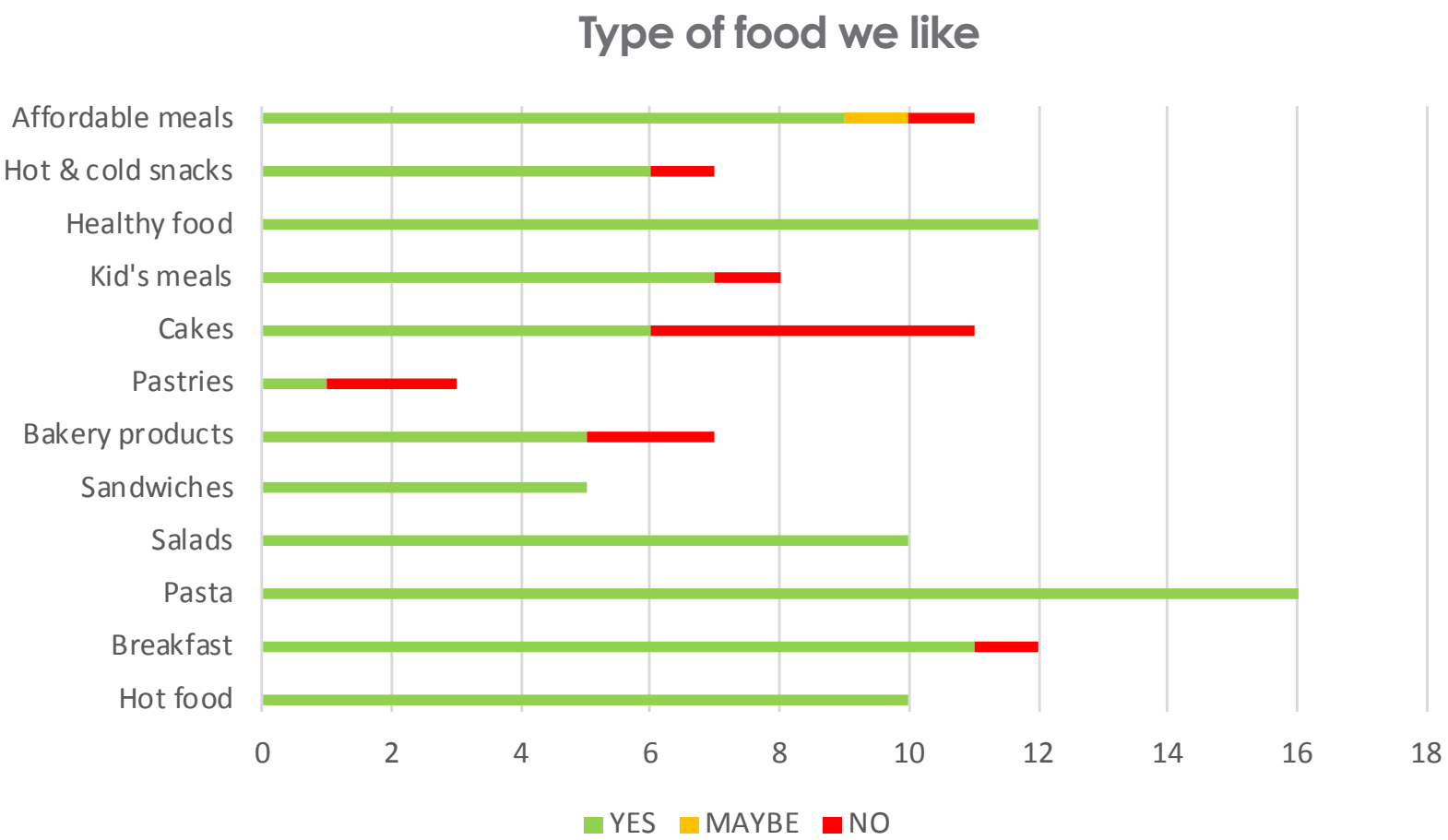


Table A.3.1: Parliament Hill Café Consultation Event 08.09.16 - Comments

Aspirations

Negative - no change

Positive

General	Café look/ feel	Food offering
We would not want to change it in any way +1	Need more tables outside.	All of the above (food) looks nice.
Stakeholders? We are a community, this perfectly serves community	Clean dog water and dog friendly café	We have all this now! +1
You miss the point we want community.+2	Only people who have dogs actually like dogs.	Good quality healthy food
Nice that you are doing this, but as you can see from the comments, old people are afraid of any change!	Rights for non dog owners now!	We need a family run community café with excellent food - we have it! No change
Why change something that work? It us not always about money. +1	Ban dogs not on lead!	
We love this café, don't change it! +3	Missing - Asset of community value - A place of companionship for the elderly, young parents, and people with problems. Café = wellbeing + culture	
	Keep the same - especially now that improvements have been made +3	
	Keep it the same +5	
	Close to nature - but not 'Benugo' (ie. In the photo) +3	
	Keep it like it is +2	
	We want it the same as it is now +15	
	Keep it like it is +3	
	We love it keep the same +1	
	This is my favourite café anywhere please don't change anything about it. It is perfect. Thank you.	

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Fig.A.3.3 - Parliament Hill consultation event, on 08.09.16.

Golders Hill Consultation Event 15.10.16

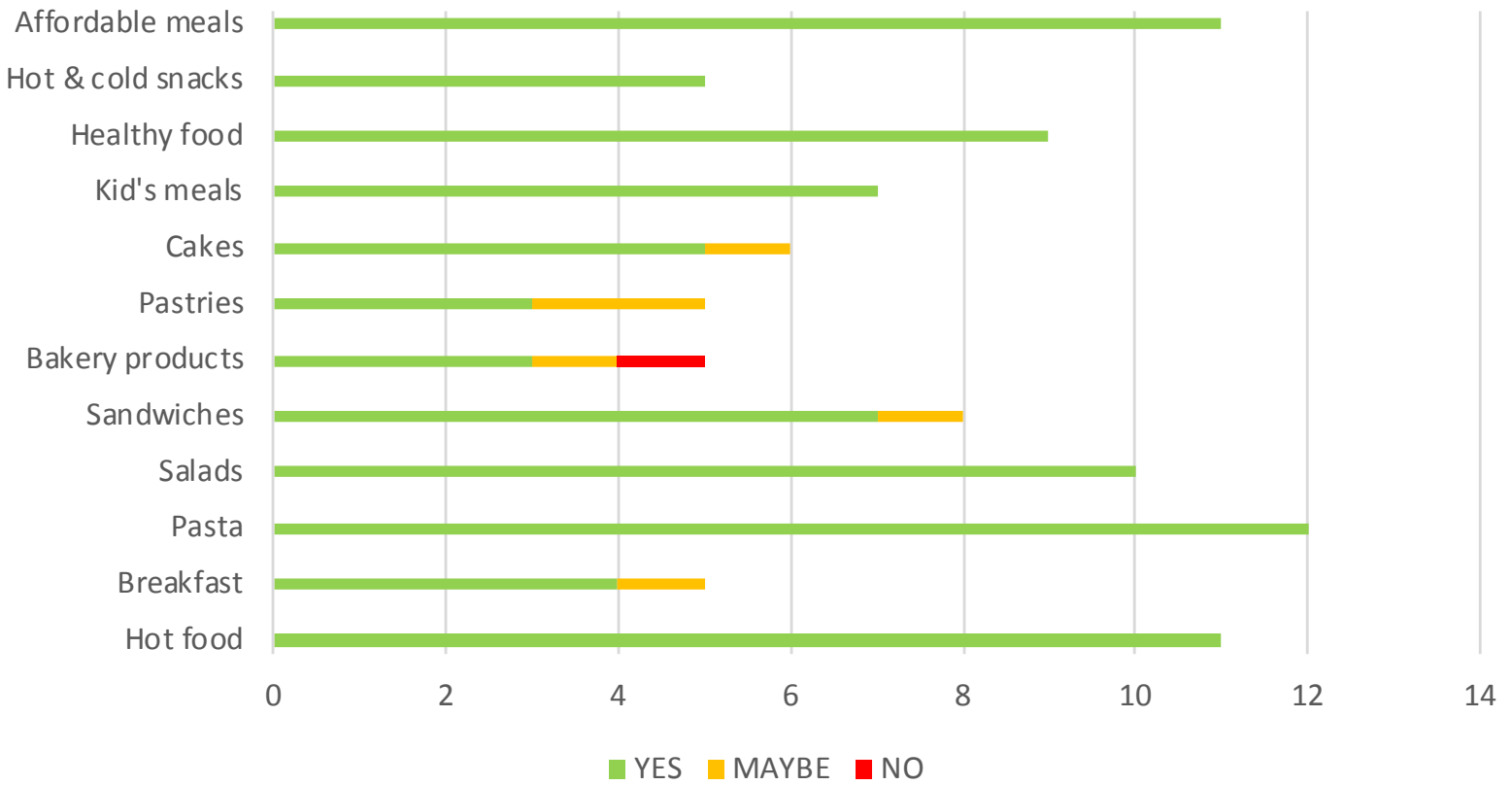


Fig.A.3.4 - Golders Hill consultation event, on 15.10.16.



Fig.A.3.5 - Golders Hill consultation event, on 15.10.16.

Type of food we like



Type of café we like

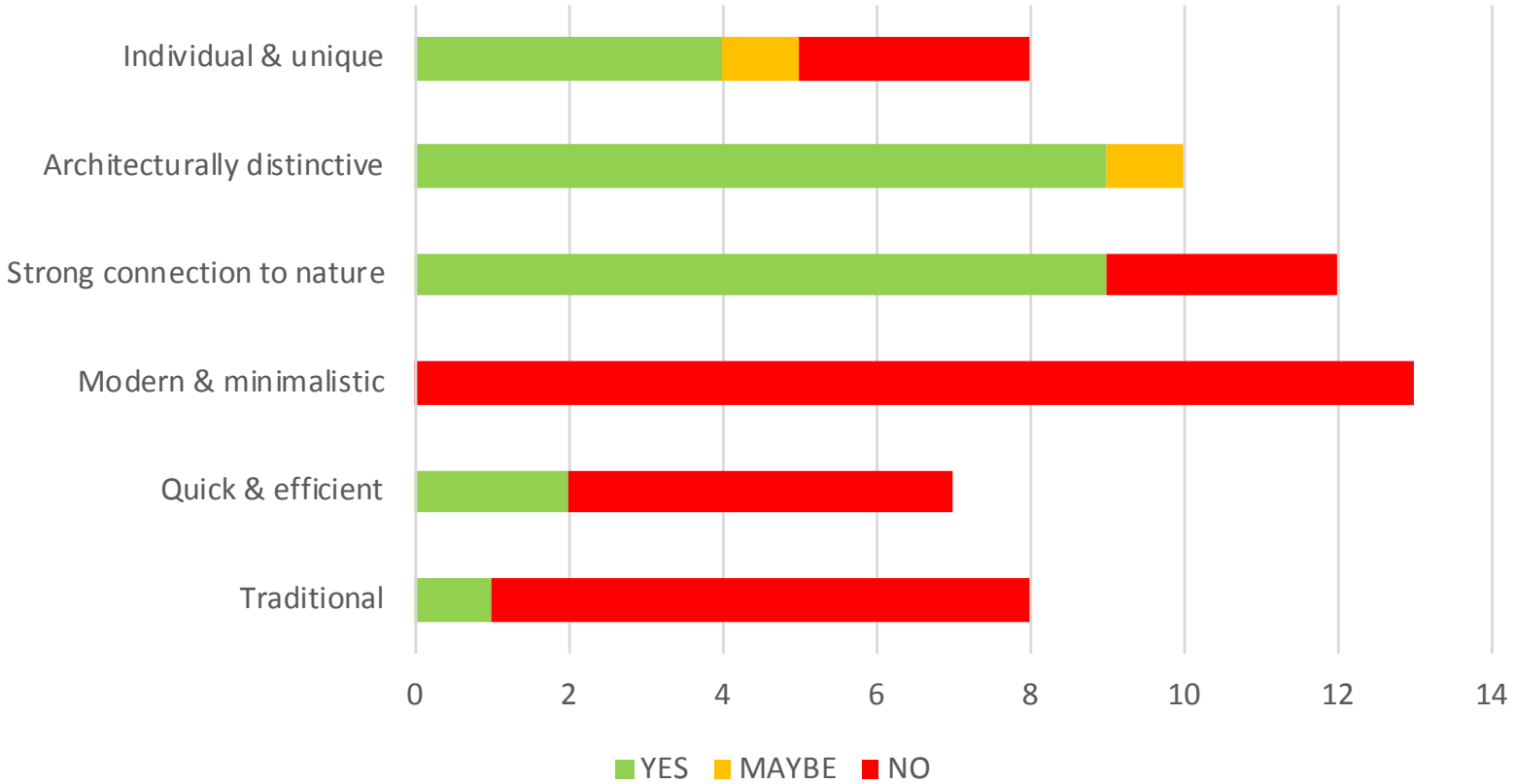


Table A.3.2: Golders Hill Café Consultation Event 15.10.16 - Comments

Aspirations	Negative - no change	Positive
General	Café look/ feel	Food offering
60p charge for under £10 is not good	Not maintained	Can't afford the prices
Extra charge for milk with tea	Tired looking	Food not good at their prices
Kenwood is better	Too old school/poor standards	Light meals/breakfast
Use café more for the community	Very friendly, I love coming here	More kids meals
Harness resource for community	Atmosphere is very important	Costco cakes are too cheap and cheerful
	Unorganised	Bad coffee
	Please don't let corporate ownership destroy the friendly, family atmosphere	More homemade cakes
		Toasted sandwiches and Salmon Teryaki is very good
		Bad food
		Parents want snack/fruit for kids, kids boxes etc would be good
		The ice cream is the best!
		Too expensive can get same for less from gourmet burger

Would you like it to stay the same?
9 yes votes

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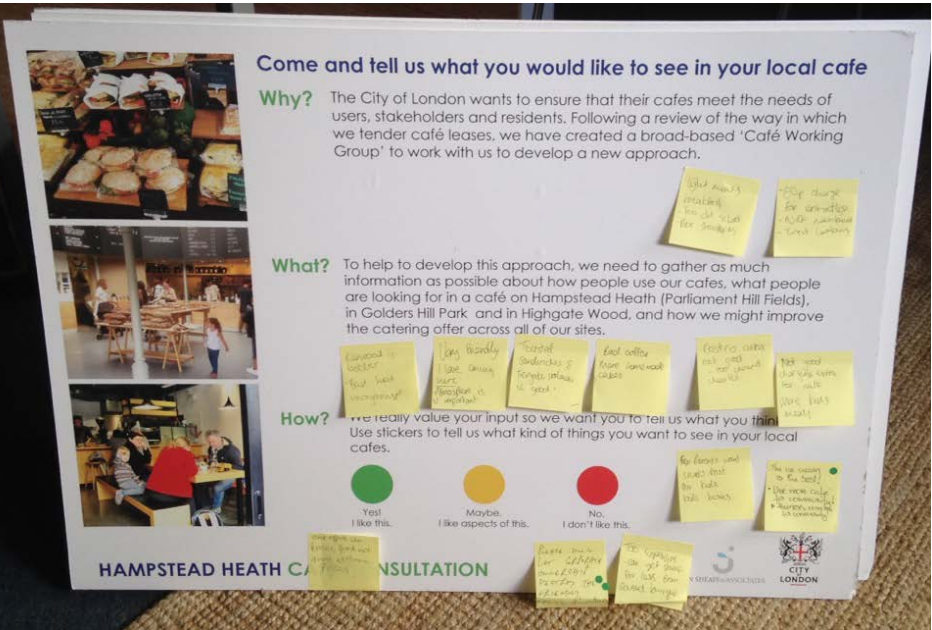


Fig.A.3.6 - Golders Hill consultation event, on 15.10.16.



Fig.A.3.7 - Golders Hill consultation event, on 15.10.16.



Fig.A.3.8 - Golders Hill consultation event, on 15.10.16.

Highgate Wood Consultation Event 22.10.16

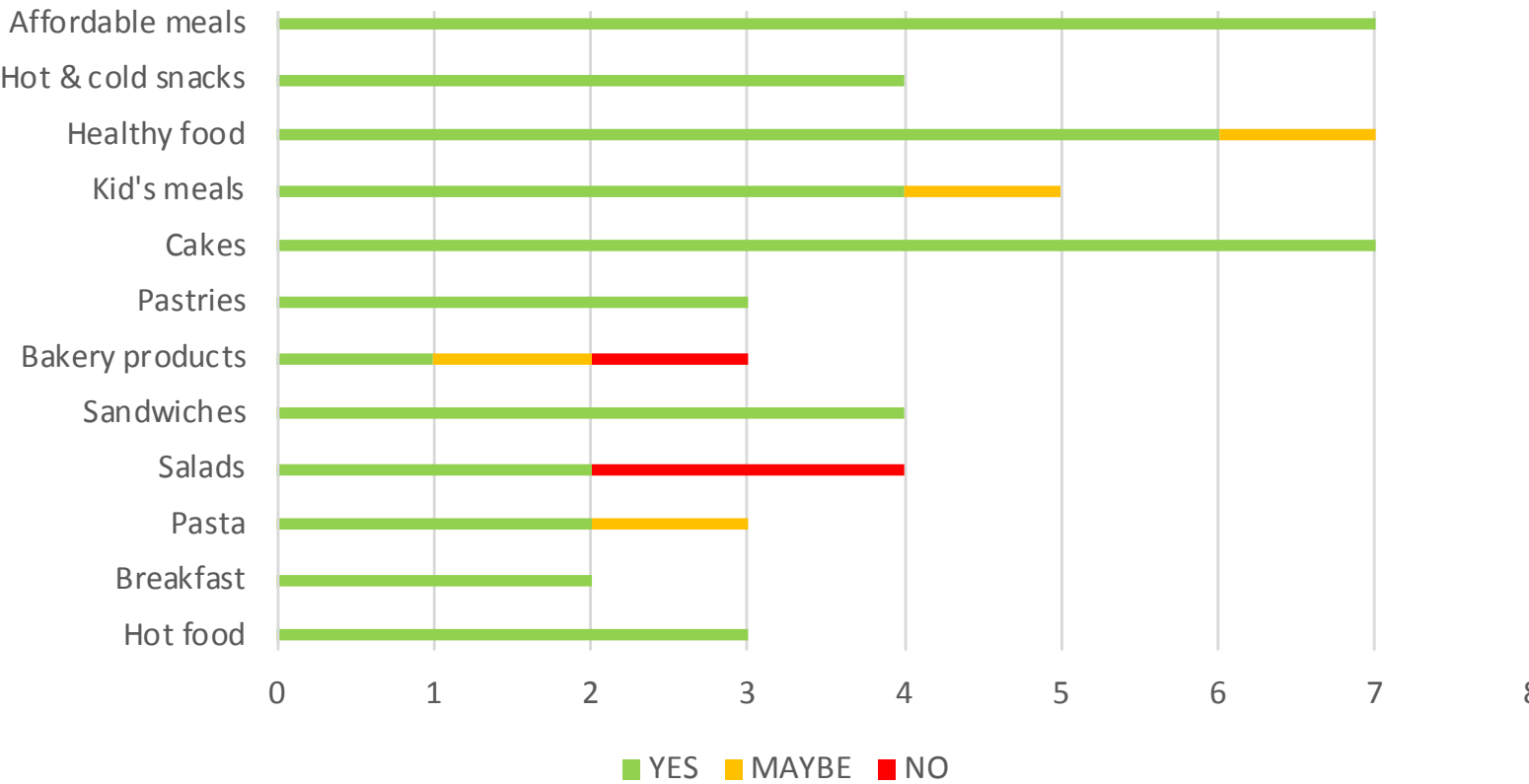


Fig.A.3.9 - Highgate Wood consultation event, on 22.10.16.

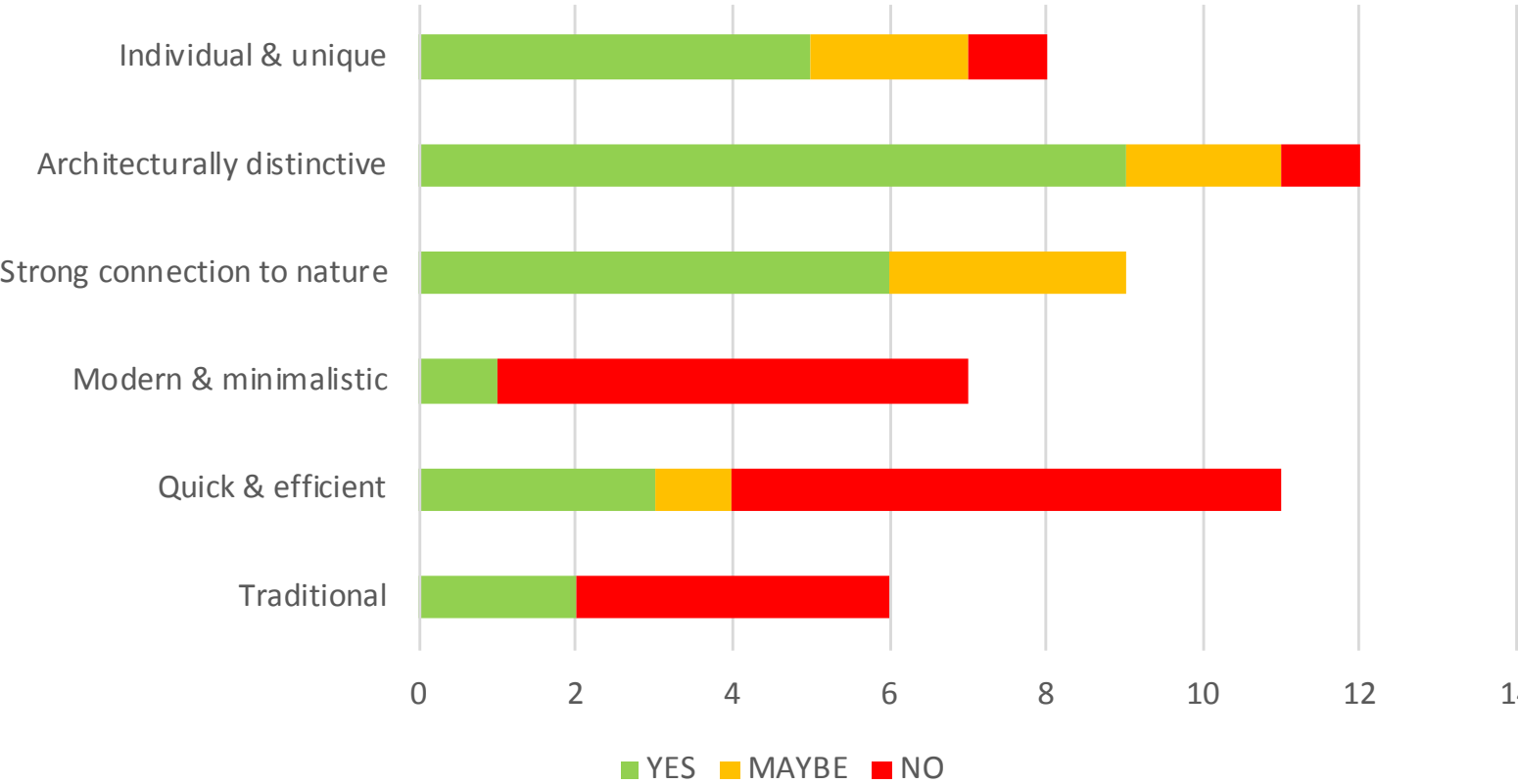


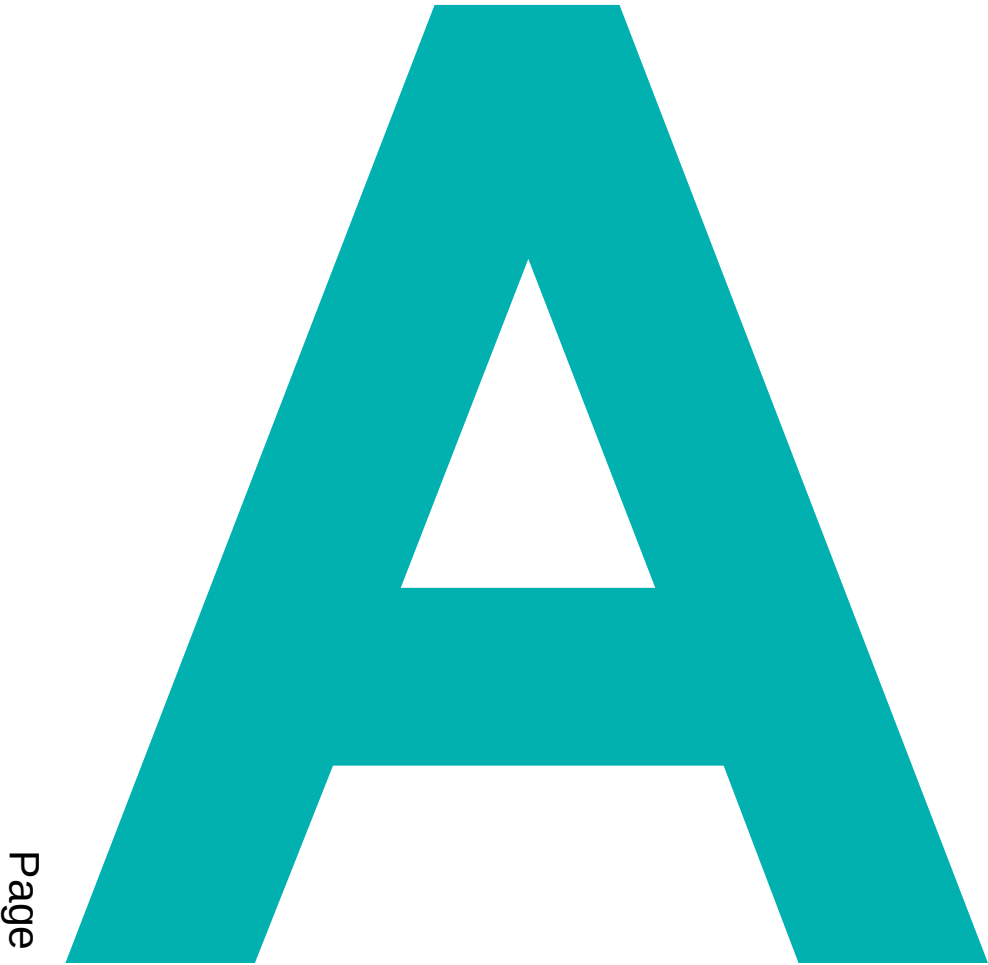
Fig.A.3.10 - Highgate Wood consultation event, on 22.10.16

Type of food we like



Type of café we like





Methodology

- The workshop, which lasted about two hours, comprised of the following elements:
- 1) A short warm up exercise to get the participants thinking about their best eating experience and why they had enjoyed it.
 - 2) A short Powerpoint presentation followed to advise participant of the initial findings of the questionnaire.
 - 3) A scenario-thinking exercise inviting participants to explore the needs and aspirations of specific groups of users.
 - 4) A commissioning exercise to invite participants to think about the priorities for café license procurement

Exercise 1

The participants were asked to recall a memorable eating experience and to explain why it was particularly important to them. The range of experiences discussed were in situations as diverse as the Japan, Cornwall, Cologne station, Barcelona and at home.

Explanations of significance included:

Unexpected	Great views
Spontaneous	Simple, tasty
Context	Memorable
With family	Interior with character
Expectation	Remains the same
The 'look'	Surprising
Theatre/Theatrical	Fun
Satisfying	Lovely setting
Genial host	The company
The architecture	A refuge/cosy
Quality of service	Setting
Special attention	Friendly staff
Unexpected	Cooked by wife
The atmosphere	Fresh
Sit somewhere nice	Good portions
Amazing food	Really nice food
Relaxed	Special attention
Home cooked food	Quality of service
Quality of food	Generosity – Host/portions

Responses could be grouped into a number of generic categories:

- Location – a destination, a special place to visit
- Evoking emotions - including ties with family, friends, and happy memories
- Delicious food

A short power point presentation comunicated the interim findings of the questionnaire. Full results for the questionnaire can be found in Appendix A.2.

Exercise 2

Participants were asked to work in groups to reflect on the needs and aspirations of specific groups of users in respect of cafés. These users were :

- Family with 2 small kids
- Older person on limited income
- Young professional couples

- The City of London (as commissioner of café services through its assets)

Specifically, participants were asked:

- Would this group visit the cafés?
- If yes, when and what would their needs and aspirations be for a café experience?
- What could be changed to deliver the outcomes they aspire to
- What might their priorities be for local the cafés in the future

In a plenary session, each group reported on their discussions.

For each scenario, the principal themes emerging were:

Family with 2 small kids

- Toilet and baby changing facility
- High chairs – baggy space
- Menu: affordable/cheap
 - Healthy
 - Good selection
- Welcoming to children – staff that like children
- Efficient queueing and paying system
- Enclosed outdoor space
- Entertainment (games)
- Adequate space
- 'Soft' rather than sterile environment

Older person on limited income

- Price & affordability
- Concessionary discount
- Portion sizes
- Welcoming atmosphere/ staff awareness of customer needs
- Not pressured to move on- a place you can sit for a few hours
- Views
- Place to meet up and socialise
- Flexibility of chairs and tables/safe comfortable furniture
- Accessible – physically i.e. no steps/ disabled toilet facilities
- Good value menu that caters for a single person portion size
- Safe comfortable furniture

- Acoustics
- Inviting atmosphere/staff not too funky

Young professional couples

- Efficient service
- Newspapers
- Wi-Fi
- Organic
- Alcohol license
- Hipster menu – high quality
- High quality tea/coffee
- Speed of service
- Dog bowls
- An experience
- Music
- Cakes and pastries
- Place to relax/read paper/chat
- Good quality food
- Good handmade food
- E.g. soup
- Delicious snacks
- Ability to 'take away'

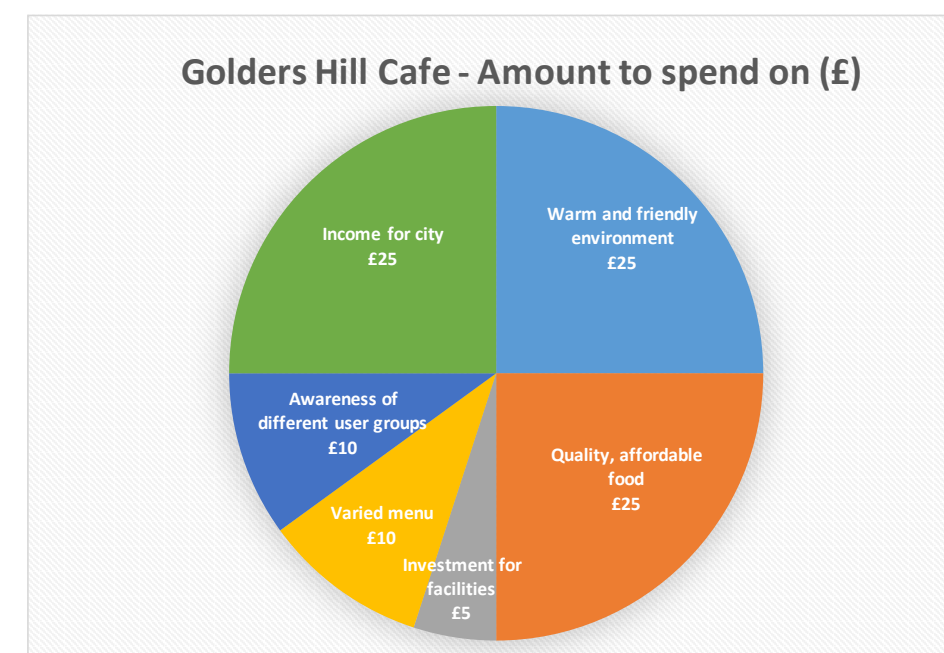
City of London

- Regular customer feedback available
- Positive image - brand ambassador/ Good reputation
- Serve the residents
- Return on investment
- Positive media
- Reinvestment back into health management
- High standard of hygiene
- Hub for other activities
- Good management
- Efficient operation
- Minimum generation of litter
- Catering for visitors to the heath
- Optimum income
- Good maintenance

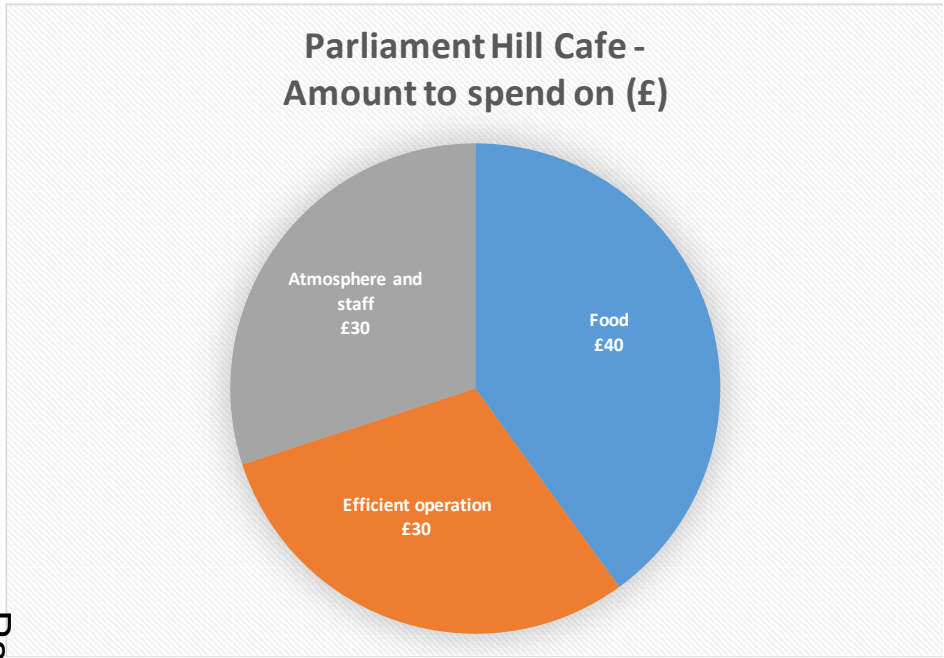
Exercise 3

Participants remained in their groups were asked to consider themselves as a commissioning authority letting a new lease for the cafés at Parliament Hill Fields, Golders Hill Park and Highgate Wood. Each was given 100 City of London £'s in different denominations. Thinking about their previous discussions around the needs of specific stakeholders in Exercise 2, the groups were asked to consider what how they would allocate the money to different outcomes at each site. Each group had to agree the priorities for each café and to allocate money to these priorities.

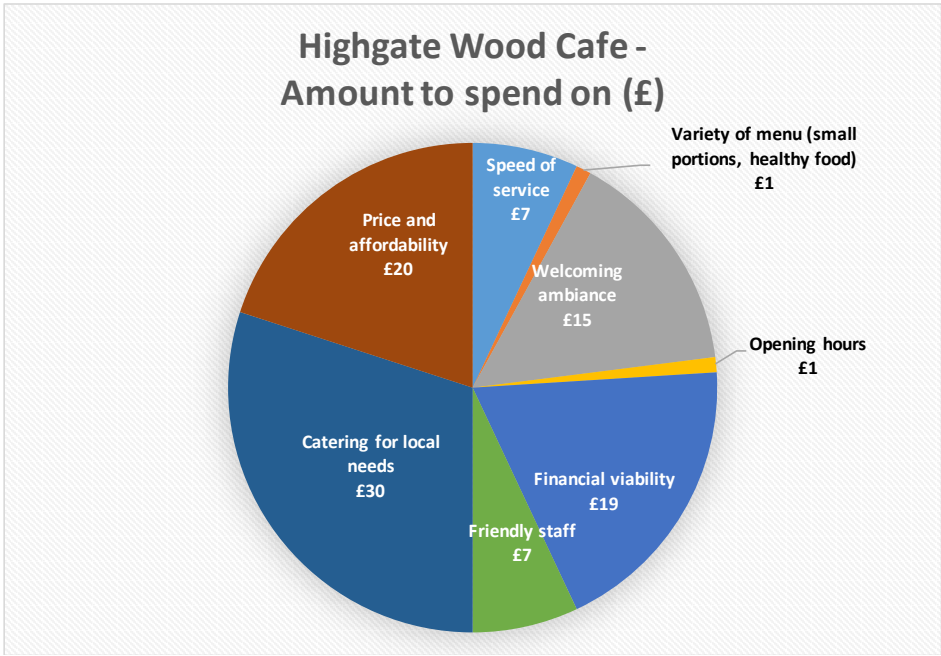
Group 1 – Golders Hill Park	Amount to spend on (£)
Warm and friendly environment	25
Quality, affordable food	25
Investment for facilities	5
Varied menu	10
Awareness of different user groups	10
Income for city	25
Total	100



Group 2 - Parliament Hill Fields	Amount to spend on (£)
Food	40
Efficient operation	30
Atmosphere and staff	30
Total	100



Group 3 – Highgate Wood	Amount to spend on (£)
Speed of service	7
Variety of menu (small portions, healthy food)	1
Welcoming ambiance	15
Opening hours	1
Financial viability	19
Friendly staff	7
Catering for local needs	30
Price and affordability	20
Total	100



APPENDICES A.5 - Questionnaire consultee list

Table A.5 - LB Haringey consultee's list	
PROTECTED CHARACTERISTICS	
info@actionforkids.org	Action for kids
info@haringeyrec.org.uk	Haringey Race and Equality Council
info@haringeymsc.org	Haringey migrant support centre
haringey@alzheimers.org.uk	Alzheimer's Society, Haringey
resourcecentreondon@actionforblindpeople.org.uk	Action for blind people London
admin@mih.org.uk	Mind in Haringey
informationonline@hearingloss.org.uk	Action on Hearing Loss Haringey
ETHNIC GROUPS	
hscca@btconnect.com	Haringey Somali Community and Cultural Organisation
chinesecentre@btconnect.com	Haringey Chinese centre
info@peec.org.uk	
haringey-irish@btconnect.com	Haringey Irish Cultural and Community Association
info@daymer.org	Haringey Turkish Community Centre
info@tcca.org	Haringey Turkish Cypriot Community Centre
info@asiancentre.co.uk	Haringey Asian Centre
RESIDENTS ASSOCIATIONS	
info@haringeyresidents.org	Federation of Haringey Residents Associations

Table A.5 - LB Camden consultee's list

PROTECTED CHARACTERISTICS	
resourcecentreondon@actionforblindpeople.org.uk	Action for Blind People
advice@discnwl.org.uk	Camden Deaf People's Group
info@camdenpeoplefirst.co.uk	Camden People First
info@vac.org.uk	Camden Refugee network
admin@islingtonmind.org.uk	Islington Mind
enquiries@makingspace.co.uk	Making Space
info@ageukcamden.org.uk	Age UK Camden
info@dementiaUK.org	Dementia UK
webteam@hearingloss.org.uk.org.uk	Action of hearing loss
advice@discnwl.org.uk	Camden Deaf People's Group
info@healthwatchcamden.co.uk	Disability in Camden
ETHNIC GROUPS	
camdenafghancommunity@outlook.com	Afghan Community
africansfamilies@yahoo.co.uk	African Families Assoc
info@bwa-surma.org	Bengali women
info@camdenccc.co.uk	Camden Chinese Community Centre
info@somaliculturalcentre.org	Camden Somali centre
admin@casalatina.org.uk	Latin American Centre
iraniancommunitycentre@yahoo.co.uk	Iranian Community Centre
info@iraqiassociation.org	Iraqi Community Association
info@kanlungan.org.uk	Kanlungan Filipino Consortium
RESIDENTS ASSOCIATIONS	
fitzroviacentre@yahoo.co.uk	Fitzrovia RA
bwtla@yahoo.co.uk	Barnefield and Woodfield T & LA
dlt@promos-solutions.co.uk	Briardale Gardens NA
upcuklon@aol.com	Canfield Place RA
maidenlaneestatetra@gmail.com	Maiden Lane TRA
OTHER	
mail@hgstrust.org	Hampstead Garden Suburb Trust
enquiries@camdencivicsociety.org.uk	Camden Civic Society
camleyst@wildlondon.org.uk	Camley Street Natural Park
hampsteadhortsoc@ymail.com	Hampstead Hort Society
admin@thecamdensociety.co.uk	Camden Society
info@vac.org.uk	Voluntary Action Camden
info@highgate-cemetery.org	Friends of Highgate Cemetery
info@friendsofkenwood.org.uk	Friends of Kenwood
admin@hgs.com	Hampstead Garden Suburb Residents Association

Table A.5 - LB Camden consultee's list

info@heathandhampstead.org.uk	The Heath and Hamstead Society
conservation@hle.org.uk	Holly Lodge Conservation Area Committee
FAITH	
admin@hampsteadshul.org.uk	Hampstead synagogue
info@interact-uk.org.uk	Interfaith Action Camden
info@iccuk.org	Islamic cultural centre
enquiries@cfcg.org.uk	Camden Faith Communities Partnership

Table A.5 - LB Barnet consultee's list

PROTECTED CHARACTERISTICS

office@dabb.org.uk	Disability Action Barnet
info@ageukbarnet.org.uk	Age UK Barnet
barnet@alzheimers.org.uk	Alzheimers Society Barnet

ETHNIC GROUPS

info@paiwand.com	Barnet Afghan Association
info@barnetsomalicommunity.org.uk	Barnet Somali Community
baca.daycare@btconnect.com	Barnet African Caribbean Association
info@africanculturalassociation.net	Barnet African Cultural Association
bookings@barnetmcc.org	Barnet Multi-cultural centre

FAITH

http://www.hendonmosque.co.uk/contact/	Hendon Mosque and Islamic Centre
Info@barnetmultifaithforum.org	Barnet multi-faith forum
office@ggshul.org.uk	Golders Green Synagogue

OTHER

www.ctc.org.uk/local-groups/barnet-cyclists	Barnet cyclists
info@barnetsociety.org.uk	The Barnet Society
environmentandtransport@finchleysociety.org.uk	The Finchley Society
enquiry@volunteeringbarnet.org.uk	Volunteering Barnet

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Appendix 2 - DRAFT Café Service Standards & Performance Indicators

Item Reference	Description	Measurement	Weighting	Mark	Score	Maximum Possible Score
Social Outcomes	Social Outcomes: Open Space cafés as places to meet and make friends; cafés as places offering healthy food at affordable prices; cafés supporting a strong sense of place and designed identity in the landscape, supporting distinctiveness.					
1.1	Quality food and a balanced menu using seasonal ingredients that caters for a variant of users. Menus and prices are clearly displayed to actively promote products and allow quick and easy decision making.	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	3	5	15	15
1.2	Changes to core menu provided to reflect seasonal dishes. Caterer communicates regarding proposed changes to menus, service style, and other operational matters.	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	2	5	10	10
1.3	Staff are consistently polite, courteous and proactive. Staff display product knowledge and awareness of ingredients for all menu items	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	3	5	15	15
1.4	Customer complaints are fewer than xxx per quarter (to be agreed at the commencement of the lease). Caterer deals with all complaints received within 5 working days for written complaints. Customer have access to feedback forms and user satisfaction surveys are carried out by the tenant on a regular basis.	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	2	5	10	10
1.5	Queuing times are consistently below 7 minutes at different times of the day. It is accepted there may be unusual circumstances but general objectives should remain.	1=>10 Occurrences of longer queue times observed, 3=5-10 Occurrences & 5=<5 Occurrences	2	5	10	10
1.6	Wait times for meal delivery to table is consistently below 20 minutes at different times of the day. It is accepted there may be unusual circumstances but general objectives should remain.	1=>10 Occurrences of longer queue times observed, 3=5-10 Occurrences & 5=<5 Occurrences	2	5	10	10
1.7	Café achieves and maintains a food hygiene rating of 4 or above.	1=No & 5=Yes	3	5	15	15
1.8	Café to hold or support a number of relevant events and to have a notice board for local groups to display local activities and events (certain events may need to be agreed in advance between the City of London and the café leaseholder).	1=No & 5=Yes	2	5	10	10
Environmental Outcomes	Environmental Outcomes: cafés buildings operating as carbon efficient structures; cafés supporting local food production and environmentally friendly growing.					
2.1	Café design and ambiance clearly reflects the Heath landscape, activity base and type of visitor to create a unique and distinctive destination (to be discussed at the commencement of the lease).	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	3	3	9	15
2.2	All areas kept clean in accordance with best industry practice at all times including the following - Kitchen areas (floors, walls, kitchen apparatus and equipment), Servery Areas (floors, walls, kitchen apparatus and equipment, Refrigeration, Stores (Score agreed following a walk through the premises):	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	3	3	9	15
2.3	External and internal tables are cleared and sanitised within 3 minutes of being vacated. Litter is picked at least twice a day within the designated area. Service yard and refuse storage area is maintained in a clean manner and kept clear of obstruction (Score agreed following a walk through the premises).	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	3	3	9	15
2.4	Caterer adopts a responsible procurement process where possible e.g. MSC Fish, Red Tractor Meat, Fairtrade and other Ethically traded products etc. and makes customers aware of this	1=No & 5=Yes	3	5	15	15
2.5	Environmentally friendly packaging, including plates, bags, cups and crockery are utilised at all times.	1=No & 5=Yes	3	5	15	15
2.6	Building achieves A-C rating for energy efficiency. Caterer implements procedures to minimise energy consumption.	1=No & 5=Yes	3	5	15	15
2.7	Caterer implements good waste management practices including recycling.	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	3	3	9	15
Economic Outcomes	Economic Outcomes: Open Space cafés as places of employment, places where people can acquire new skills and centres of entrepreneurial activity. Open Space cafés as elements in vibrant urban centres.					
3.1	Sufficient numbers of management and staff are provided to perform the services.	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	3	3	9	15
3.2	Caterer shows evidence of continuous improvement and development in response to customer feedback and the City of London Service Standards.	1=significantly fails to meet expectation, 2=fails to meet expectation, 3=meets expectation, 4=exceeds expectation, 5=significantly exceeds expectation	3	3	9	15
3.3	Prices benchmarked to 6-8 other local cafés (including 2 park cafés) six-monthly and prices charged to be no higher than the average price plus 10%	1=No & 5=Yes	3	5	15	15
3.4	Caterer employs local staff (insert % and define local).	1=No & 5=Yes	3	5	15	15
3.5	Caterer provides training and development opportunities for staff.	1=No & 5=Yes	3	5	15	15
3.6	Fixed rent invoice paid within terms / Top up rent invoice paid within terms.	1=No & 5=Yes	3	5	15	15
3.7	Monthly management information is provided within 7 days of month end. Annual budget presented by (insert date).	1=No & 5=Yes	3	5	15	15
3.8	Budgeted turnover levels achieved (measured against agreed forecast).	1= more than -5%, 2= between -1% and -5%, 3= on budget, 4= between +1% and +10%, 5 = +10%	3	5	15	15
Total Quarterly Score:					284	320
						89%

Notes: Total Pass Score = (To be agreed) % of Maximum Score Achievable i.e. scored an average of 3 out of 5 (or 5 where Yes/No responses)
Weighting Scale: 3 = High Priority to 1 = Low Priority

It is proposed that the scoring would be undertaken by representatives from the City of London and the Café Working Party and comprise of a walk through the premises, a meeting with the leaseholder and then a discussion to agree the scores.

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Committee	Dated:
Hampstead Heath, Highgate Wood & Queen's Park Committee	15 May 2017
Subject: Parliament Hill Fields Lido Café - Lease Award Report	Public (with Non-public appendices)
Report of: Superintendent of Hampstead Heath	For Decision
Report author: Bob Warnock – Open Spaces & Heritage Department Richard Gentry – Open Spaces & Heritage Department	

Summary

The City of London has tendered the business opportunity to operate the Parliament Hill Fields Lido Café. In all, five bids were received, which have been evaluated against the criteria that was established through the public engagement and consultation process.

The evaluation was carried out by City of London Officers and was overseen by the City of London Procurement Team.

Members will see that this report refers to the tendering companies by reference letters only (A, B, C and so on). All the bidders are identified in Appendix 3. The results have been presented in this way, so that all parties can have access to the results without disclosure of the identity of the tenderers.

Recommendations

Members are asked to approve the following:

- Note the results of the tender process at Appendix 1. The tender process took account of the social, economic and environmental outcomes established by the public engagement and consultation process.
- Approve the award of a lease for catering services at the Parliament Hill Lido to company C (as identified in Appendix 3), starting on 16 May 2017 for a period at least until 12 January 2018, with a rolling break to terminate the lease at any point from 16 September 2017 exercisable by either party on 1 months written notice.

Main Report

Background

1. At your January 2017 Committee meeting, it was agreed that the Superintendent would undertake a tendering exercise for a pop-up café facility at the Lido for summer 2017, allowing scope to extend the lease over the winter if necessary. A public engagement and consultation exercise was completed in

January 2017 and this informed the tender specification and evaluation methodology.

Tender Process

2. The tender process was overseen by the Hampstead Heath Constabulary and Queen's Park Manager with the support of the City of London Procurement Team, the City Surveyor's Department and the Comptroller and City Solicitor.
3. The tender was advertised through a procurement portal used by the City of London (capitalesourcing.com). Interested parties were required to register on the portal. The business opportunity was also advertised locally on Hampstead Heath, on the Hampstead Heath web page and via social media.
4. The tender process went live on 21 March 2017 and closed on 11 April 2017. There was an opportunity for a site visit to the café, which was facilitated by City of London Officers on 3 April 2017.
5. A total of 23 suppliers expressed an interest in the opportunity, and five companies submitted bids. The bids have been evaluated by Officers and the results are set out in Appendix 2.

Tender Evaluation Summary

6. A tender evaluation panel was set up to evaluate and assess the scores, mediated by City Procurement. Bidders were expected to achieve suitable scores against key evaluation criteria, evidencing their ability to meet the City's high-quality requirements.
7. All tenders were evaluated on the basis of a 60% weighting for quality and 40% for price.
8. The key benefits of the selected bidder were:
 - Offers a relaxed, pleasant feeling of informality
 - Fresh and healthy food options
 - Own-baked goods e.g. pastries, bread and seasonal fruit tarts
 - An unassuming and unpretentious menu style
 - Commitment to authenticity
 - Professional staff, customer focussed
 - Offering food to order and pre-produced products, e.g. pastries
 - Opening hours to reflect the needs of users
 - Selling a cup of tea for £1.00
9. It is planned to mobilise the successful bidder by the middle of May 2017, so that they will be proficient at delivering a full service at the Lido Café as the warmer weather approaches.

Corporate & Strategic Implications

10. 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.
11. A communication plan is in place, should any negative publicity arise in the Local Press as a result of the outcomes of the tendering process.

Conclusion

12. The Hampstead Heath cafés are valued as community hubs, while food cost, quality and atmosphere are seen as the most important factors. The proposed café Service Standards and Performance Indicators will provide a mechanism to ensure customer satisfaction is maintained. In conjunction with City Procurement, the Superintendent has conducted a comprehensive procurement exercise, during which bidders have been evaluated against criteria that were established through the public engagement and consultation process. The proposals made by the successful bidder will deliver changes to meet customer expectations, and any additional income generated will be invested in Hampstead Heath.

Appendices

- Appendix 1 – Tender Evaluation and Criteria Scoring Matrix (Public)
- Appendix 2 – Bid Evaluation Ranking (Public)
- Appendix 3 – Bid Evaluation Ranking (Non-Public)

Background Papers

- DRAFT Engagement and Consultation Report – Hampstead Heath Lido Café 2017

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Constabulary and Queen's Park Manager

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Appendix 1 (Public)

Tender Evaluation Criteria

EVALUATION CRITERIA		Weighting
Quality	Catering Concept	25%
	Investment	5%
	Menu	15%
	Management Structure and Support	5%
	Food Safety and Environmental Management	5%
	References / experience	5%
	Subtotal	60%
Price	Strength of Business Plan	15%
	Financial Offer - Rental Payment	25%
	Subtotal	40%

Example of completed Evaluation Table

Caterer Name:	
Assessor Name:	

	Score	Weighting	Weighted Score	Comments
Quality				
Catering Concept	2	25%	10	
Investment	2	5%	2	
Menu	2	15%	6	
Management Structure and Support	3	5%	3	
Food Safety and Environmental Management	2	5%	2	
References / experience	2	5%	2	
Price				
Strength of Business Plan - Sales Forecast and Profit and Loss Account Forecast	3	15%	9	
Financial Offer - Rental Payment	3	25%	15	

Total	21	100%	49	
Out of a possible	40	-	100	

Scoring Guidelines		
Grade	Interpretation	Criteria
0		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 Contract.
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 contract 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 Contract 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	Very Good	Response performs very well against the question showing considerable relevant evidence of capacity and capability to meet the Contract requirements. The response is highly detailed to demonstrate a very good understanding and provides full details on how the requirements will be fulfilled.
5	Excellent	Response performs strongly against the question showing substantial evidence of capacity and capability to meet the Contract requirements which is completely relevant and excellent overall. The response is comprehensive, unambiguous and demonstrates a thorough understanding of the requirement and provides full and well considered details of how the requirement will be met.

Appendix 2 (Public)
Bid Evaluation Ranking

CATERER NUMBER:	A	B	C	D	E
CATERER NAME:					
Quality					
Catering Concept	5	10	20	15	20
Investment	0	2	2	3	3
Menu	6	6	12	9	9
Management Structure and Support	0	3	4	3	3
Food Safety and Environmental Management	1	3	4	2	3
References / experience	1	3	4	2	3
Price					
Strength of Business Plan - Sales Forecast and Profit and Loss Account Forecast	0	6	9	6	9
Financial Offer - Rental Payment	5	25	15	15	15
Total	18%	58%	70%	55%	65%
Out of a possible	100%	100%	100%	100%	100%

Ranking	5	3	1	4	2
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Committee	Dated:
Hampstead Heath, Highgate Wood & Queen's Park Committee	15 May 2017
Subject: Golders Hill Park Zoo Vision & Collection Plan	Public
Report of: Superintendent of Hampstead Heath	For Decision
Report author: Declan Gallagher, Open Spaces & Heritage Department	

Summary

The Golders Hill Park Zoo Vision has been developed to promote greater public engagement and to reflect the changing nature of 'Wildlife in Britain', particularly on Hampstead Heath, and telling the story of why some species have vanished while others have become established.

Recommendations

Members are asked to:

- Agree the Golders Hill Park Zoo Vision and the key themes of the 'Wildlife in Britain' Collection Plan.
- Provide feedback on the draft Enclosure Plan.

Main Report

Background

1. There have been animal enclosures in Golders Hill Park since the early part of the twentieth century. The current Animal Collection Plan was last reviewed in July 2011 and agreed by this Committee.

Current Position

2. The City must comply with the Zoo Licensing Act 1981 and the Secretary of State's Standards of Modern Zoo Practice. Inspection takes place every three years and the Zoo retained its license following the most recent inspection on 11 November 2016. It was acknowledged by the Inspectors that the Vision and Collection Plan were being reviewed.

Zoo Vision

3. An over-arching Vision has been developed, together with four key themes: Welfare, Welcoming, Engagement and Collection (see Appendix 1). This includes an Outcomes Framework with key indicators and performance measures.

Collection Plan

4. The aim of the Collection Plan is to develop a strong narrative thread that runs through all aspects of the Animal Collection. This will influence the choice of species, site aesthetics, learning opportunities and the overall message we aim to deliver to the public. So far as possible, we will also maintain a clear connection with wildlife found on the Heath, particularly through our interpretation and Learning Programme. The guiding story will be that of 'Wildlife in Britain'.
5. This focus encompasses past, present and future species inhabiting the British Isles, reaching back as far as the loss of the eagle owl as a native inhabitant, through the losses and gains coinciding with human history, and looking ahead to the future impact of species newly arrived on our shores. To this end, it is our intention that eventually, every species housed in the Collection will fit into at least one of the following overlapping categories: current native species, historic native species and introduced/invasive species.
6. **Current Native Species:** Those species that reside naturally in Britain today. Some such as the red squirrel and wild cat are often used as champions for native conservation efforts and are being considered as part of the Collection Plan. The number of native British mammals surviving today is greatly reduced from historical levels, leaving us with only around 30 terrestrial mammal species. The Collection will use some of these to highlight the degree to which wildlife in Britain has changed over the centuries, due to human impact and conflict with invasive and introduced species.
7. **Historical Native Species:** The British Isles were once home to a great many more mammal species than survive today. A combination of natural climate change, human intervention and habitat loss has meant that many species have been wiped out or have naturally receded from Britain, although most persist on the European mainland. These include the Eurasian eagle owl (one of our current visitor favourites), together with many unexpected species such as the grey wolf, brown bear, wild boar*, Eurasian beaver*, Eurasian lynx*, aurochs (wild cattle), elk, reindeer, European bison and even wolverine. Security concerns mean that many of these species are unsuitable for the Collection at Golders Hill Park, but they will form an important aspect of our interpretation and learning programme. (** have either been reintroduced or are currently proposed for reintroduction.*)
8. **Introduced/Invasive Species:** A significant number of species have only inhabited the British Isles in more recent times, forming successful breeding populations. These species arrive either by natural spread (little egrets since 1996), escapes (parakeets in the 1970s) or unauthorised releases (wild boar 1970-90s). In addition, some of our most commonly seen mammal species are

the result of unintentional releases. This includes both brown and black rats (spread from Asia with maritime travel) and the grey squirrel (introduced in the 1870s), which has had a catastrophic impact on our own native red squirrel population.

9. Other examples of introduced/invasive species currently living, breeding and competing for resources in the British Isles include red-necked wallaby, Reeves muntjac, Sika deer, water deer, fallow deer, common pheasant, edible dormouse, rabbit, hare, terrapins and the American mink. While some of these species are obvious outsiders, many visitors will be surprised by the presence of at least some of these names as being non-native. The impact and integration of this type of species are a significant part of the tale of the changing nature of 'Wildlife in Britain'.
10. The current Animal Collection at the Zoo is a mix of native and non-native species, compiled from what was available from surplus stock lists when any vacancies occurred.
11. A number of options will need to be considered for the disposal and replacement of the existing Animal Collection, some of which will be retained until they die of natural causes as they are unsuitable for rehoming.
12. The redevelopment of the Zoo will take between five and ten years to complete, and a series of tasks will be incorporated into the Golders Hill Park Annual Work Programme to deliver the Project.
13. Eventually, every species housed in the Collection will fit into at least one of the three 'Wildlife in Britain' overlapping categories detailed above.

Consultation

14. Members of the Hampstead Heath Consultative Committee visited the Zoo on 11 March, as part of their Committee walk. An update was presented to the Consultative Committee at their 13 March meeting, as part of the Superintendent's Update Report. Members of the Committee were supportive of the proposals.
15. On 12 April the Operational Services Manager and Zoo staff met with representatives of the Heath & Hampstead Society Heath Sub-Committee on-site to discuss the Zoo Vision and draft Enclosure Plan. The feedback received was supportive of the proposals.
16. A programme of public engagement will help shape the Project Plan and provide an important opportunity to develop the 'welcoming' and 'engagement' themes that form part of the Zoo Vision.

Proposals

17. The Superintendent is seeking Members' agreement to the Golders Hill Park Zoo Vision, the Outcomes Framework and the three overlapping categories of the 'Wildlife in Britain' Collection Plan (Appendix 1).
18. The draft Enclosure Plan has been prepared to illustrate how the Zoo layout could be reconfigured to improve the animal enclosures and to enhance visitors experience. The Superintendent would welcome feedback from Members on the draft Enclosure Plan (Appendix 2).

Corporate & Strategic Implications

19. The Zoo Vision and Collection Plan supports the Corporate Plan (2015 -2019) Core Value 2 *'Providing services in an efficient and sustainable manner that meet the needs of our varied communities, as established through dialogue and consultation'*, the Open Spaces & Heritage Business Plan (2016-2020) *'Protect and conserve the ecology, biodiversity and heritage of our sites'*, and the Hampstead Heath Management Plan (2007-17) objective E3 *'Increase outreach work to schools and community groups'*.

Implications

20. The costs associated with the Zoo Vision and Collection Plan will be met from the Superintendent's Local Risk Budget. In addition, the Zoo Team Leader is currently exploring external funding opportunities.

Conclusion

21. Implementing the Zoo Vision and Collection Plan with its three overlapping categories (Current Native Species, Historic Native Species and Introduced/Invasive Species) will enable the City of London to transform the Zoo Animal Collection into a well-structured, high-quality public resource, which reflects the changing nature of 'Wildlife in Britain' and promotes engagement with wildlife.

Appendices

- Appendix 1 –Golders Hill Park Zoo Vision
- Appendix 2 – Draft Enclosure Plan

Background Papers

- Zoo Licencing Act 1981

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Vision

Our vision is to inspire learning and engagement with wildlife through:			
Welfare	Welcoming	Engagement	Collection
Ensuring the health and well-being of the Collection.	Providing a welcoming, safe and accessible zoo that visitors feel confident to explore.	Inspiring people to develop their knowledge and understanding of Wildlife in Britain, and its conservation. Encouraging people to engage and participate in the conservation, management and the development of the Zoo.	Ensuring the Collection reflects Wildlife in Britain and encourages understanding of its relationship with the Heath.



Outcomes Framework

	Outcome	Indicators / Measures
	Welfare	
1	The Collection is healthy and well cared for.	• Comply with the husbandry guidelines from the British & Irish Association of Zoo and Aquariums (BIAZA) / European Association of Zoo and Aquariums (EAZA) / American Association of Zoo and Aquariums (AZA) • Maintain Zoo License • Complete quarterly Veterinary Inspections • Organise and lead the biannual Zoo and Farm Ethical Committee • Maintain membership of BIAZA
2	The most suitable and appropriate habitat is provided.	• Maintain Zoo Licence • Complete quarterly Veterinary Inspections • Organise and lead the biannual Zoo and Farm Ethical Committee • Maintain membership of BIAZA • Utilise natural materials from the Heath to enhance enclosure habitats
	Welcoming	
1	The Zoo provides a welcoming, safe and accessible environment.	• Undertake annual visitor satisfaction survey
	Engagement	
1	People have a greater understanding of Wildlife in Britain.	• Signage around the enclosures is up to date, informative and reviewed annually.
2	The Open Spaces Department Learning Programme is delivered to children from Early Years Foundation Stage to key stage 3.	• School visits are recorded and reported annually • Feedback is sought from Teachers and/or Parents /Carers • Evaluation findings from our Learning Programme are shared.
3	People are inspired to visit the facility again and/or volunteer in the conservation, management and development of the Zoo.	• Undertake annual visitor satisfaction survey • Increase volunteer participation. Establish baseline data for 2017/18 • Increase Animal Adoption Scheme uptake by 5%
	Collection	
1	The Collection comprises species associated with Wildlife in Britain.	• Each species will fall into one of the following three categories: current / historic / introduced or invasive, and meets the Collection Plan.
2	Visitors understand how the species in the Collection relate to the Heath past and present.	• Undertake annual visitor satisfaction survey



CITY
LONDON
Hampstead
Heath
Registered Charity

Draft Golders Hill Park Zoo Vision & Outcomes Framework

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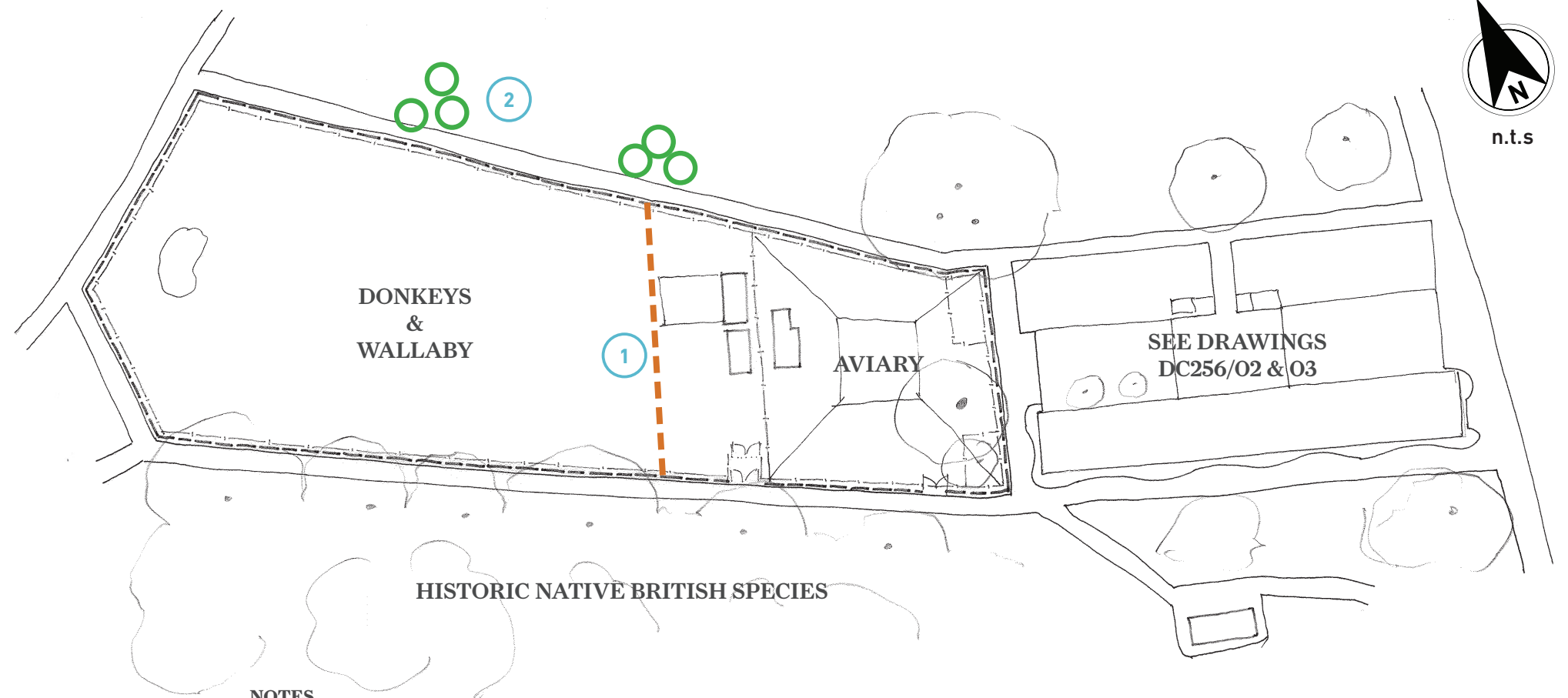
Shed inside donkey enclosure



Donkey enclosure fence line



Use new tree clumps to break up line of fence - note 2 on plan.



NOTES

- ① New fence
- ② Proposed tree clumps to break up monotony of fence line

HISTORIC NATIVE BRITISH SPECIES
- previous inhabitants now extinct on our shores.
Using 'cut-outs' with interpretation on the cut out.

**DONKEY ENCLOSURE AND AVIARY
PROPOSED CHANGES**

GOLDERS HILL PARK ZOO
WILDLIFE IN BRITAIN
PAST FUTURE AND PRESENT
DC246/01 - 17th February 2017

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WALK THROUGH - RING TAILED LEMUR ON LEFT



WADING BIRD AVIARY (POLY TUNNEL)
OWLS & KOOKABURRA



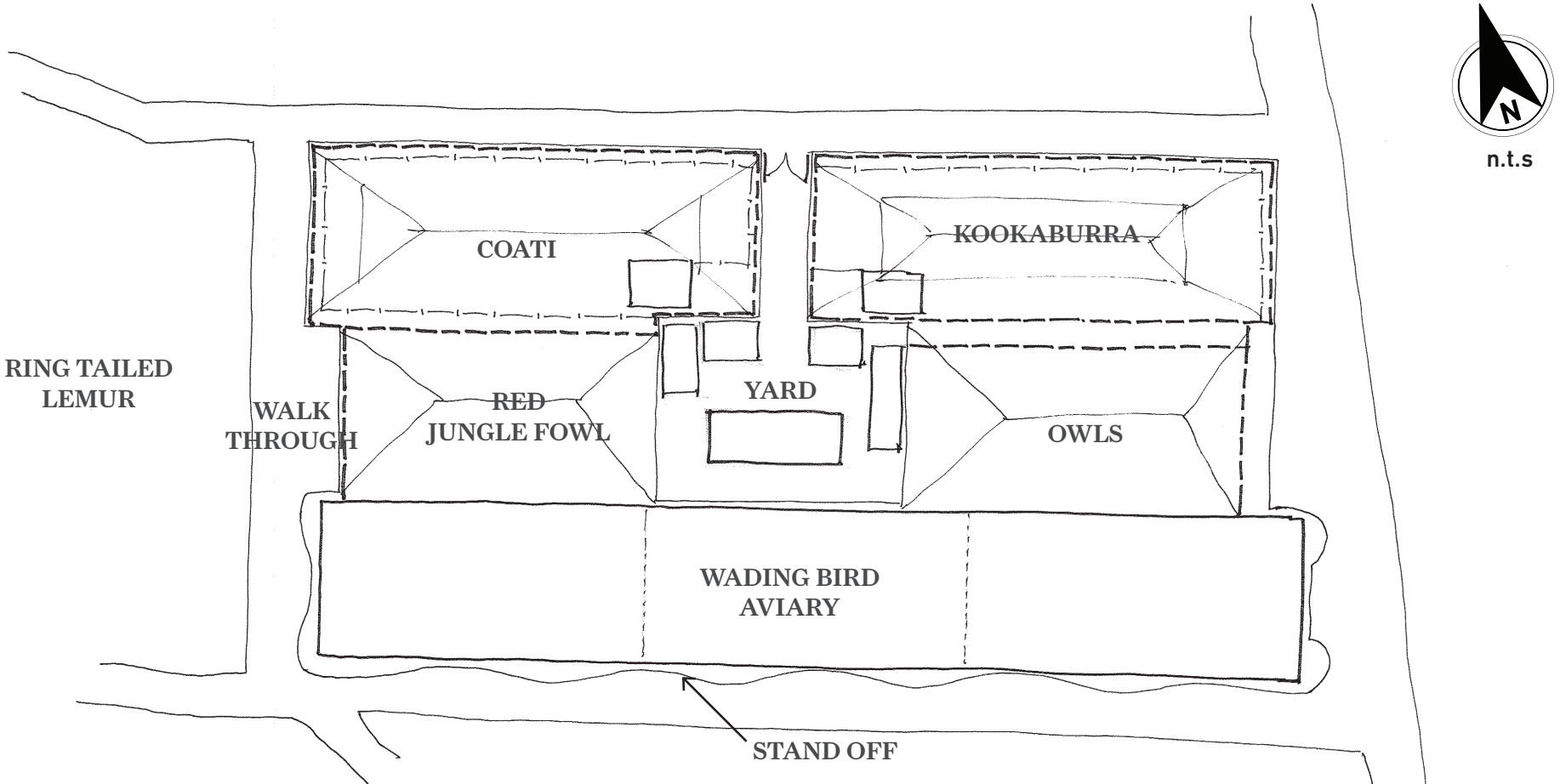
WADING BIRD AVIARY & STAND-OFF RAIL



YARD



RING TAILED LEMUR ENCLOSURE



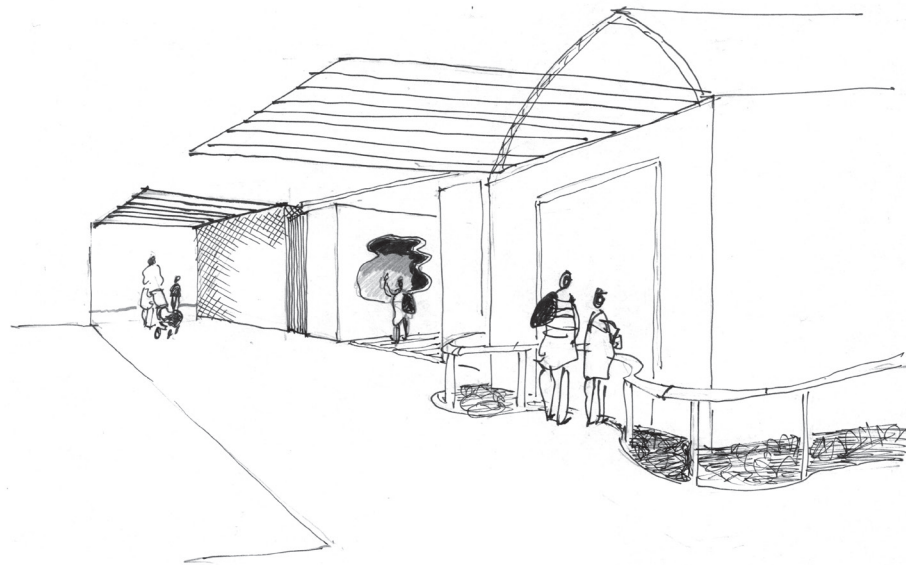
**EXISTING ENCLOSURES AROUND
CENTRAL YARD**

GOLDERS HILL PARK ZOO
WILDLIFE IN BRITAIN
PAST FUTURE AND PRESENT
DC246/02 - 17th February 2017

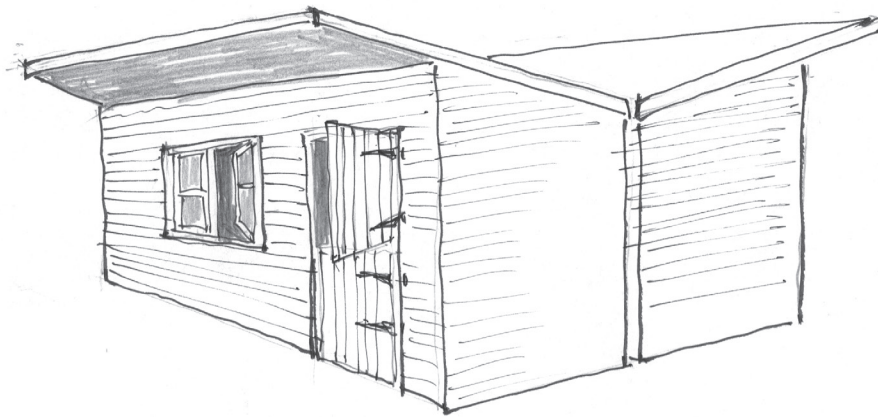
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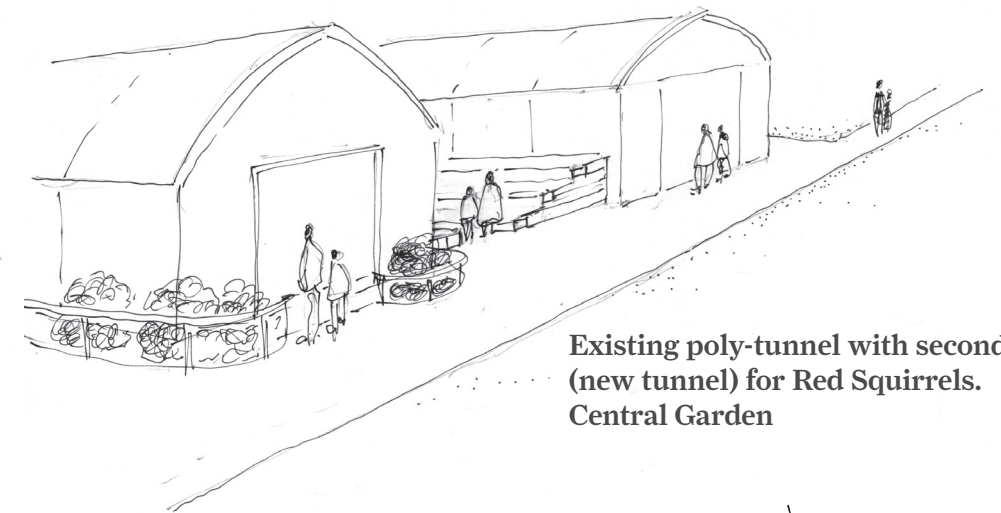




Walk through central vivarium overhead wires and climbers



Back to Back 'off the peg' sheds in the yard

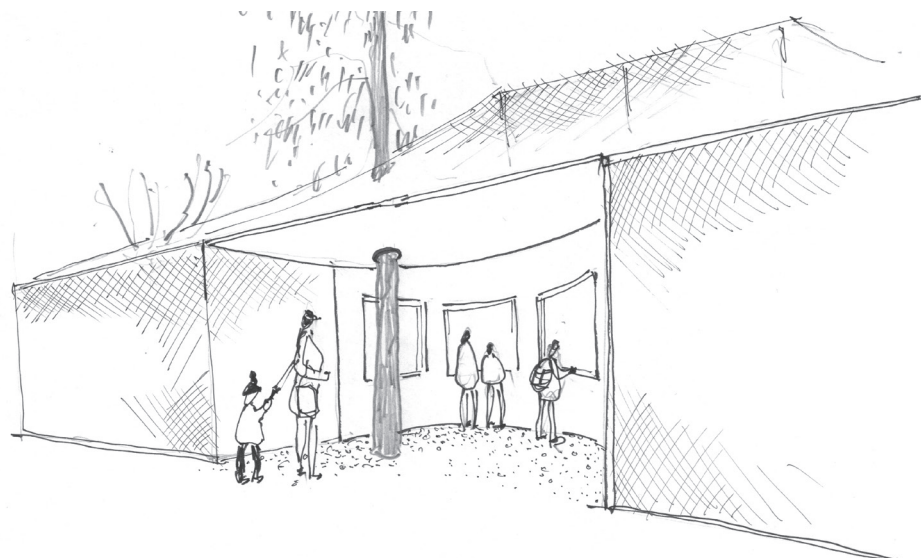
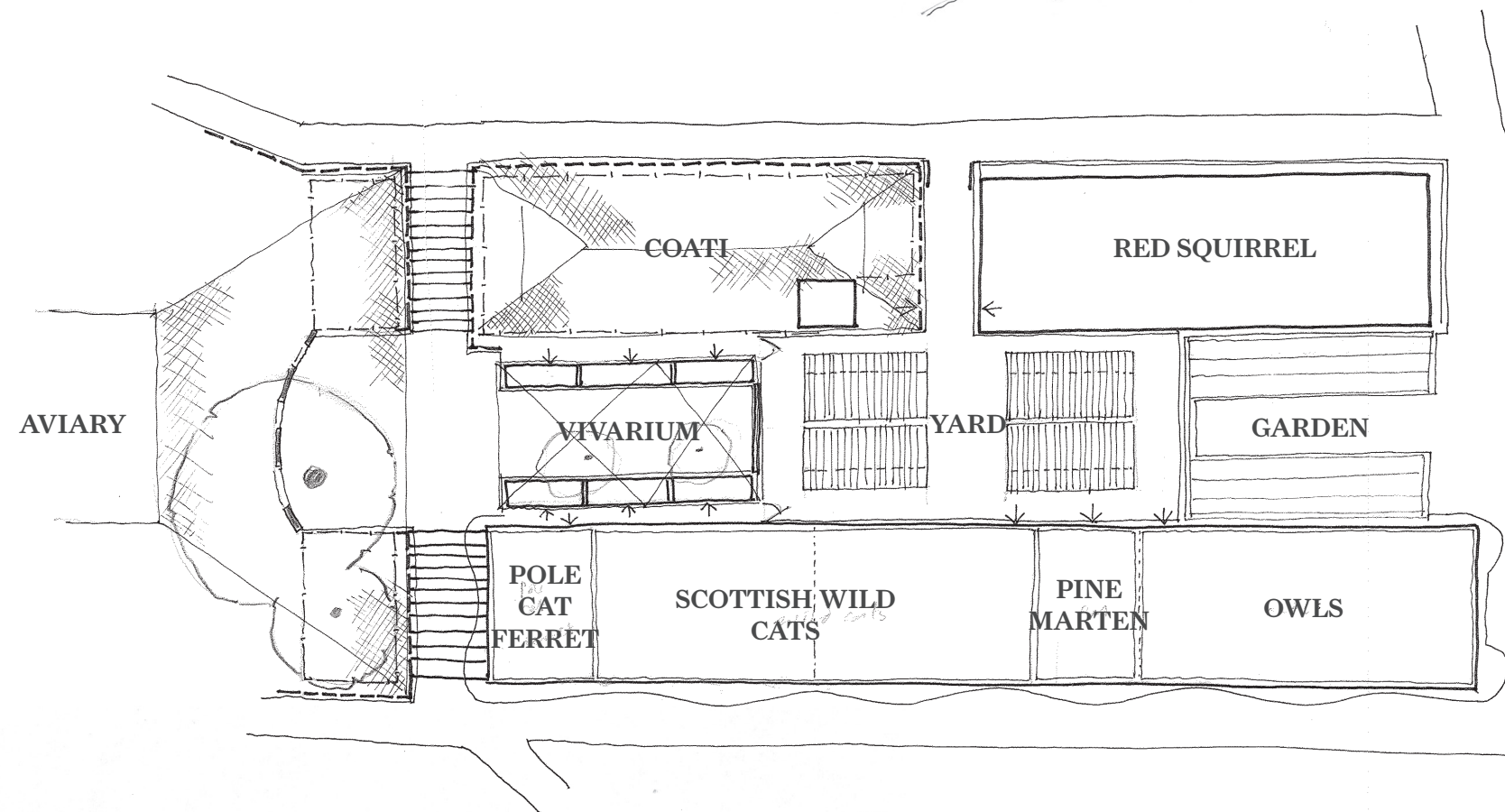


Existing poly-tunnel with second (new tunnel) for Red Squirrels. Central Garden

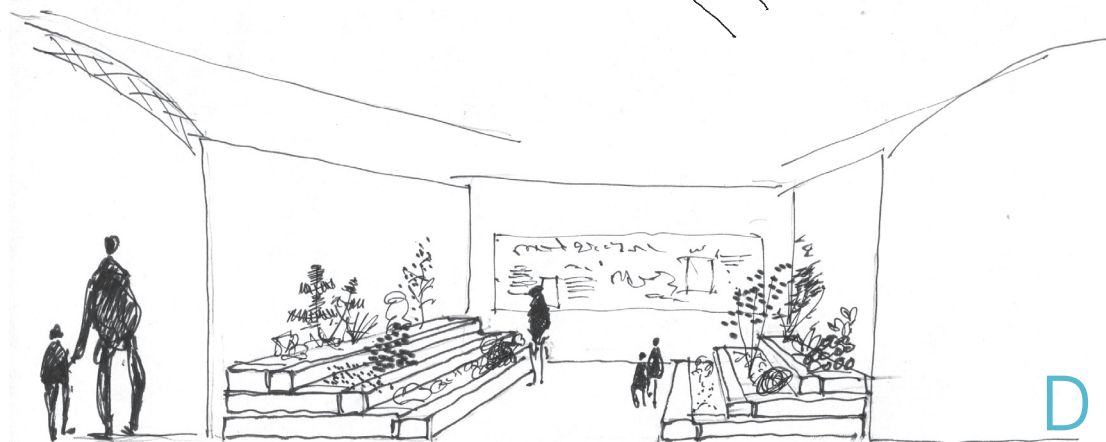
Page 179



Vivarium with see through roof, timber decking and interpretation



New viewing area cut into Aviary



Central garden and interpretation

PROPOSED CHANGES TO ENCLOSURES AROUND YARD

GOLDERS HILL PARK ZOO
WILDLIFE IN BRITAIN
PAST FUTURE AND PRESENT
DC246/03 - 17th February 2017

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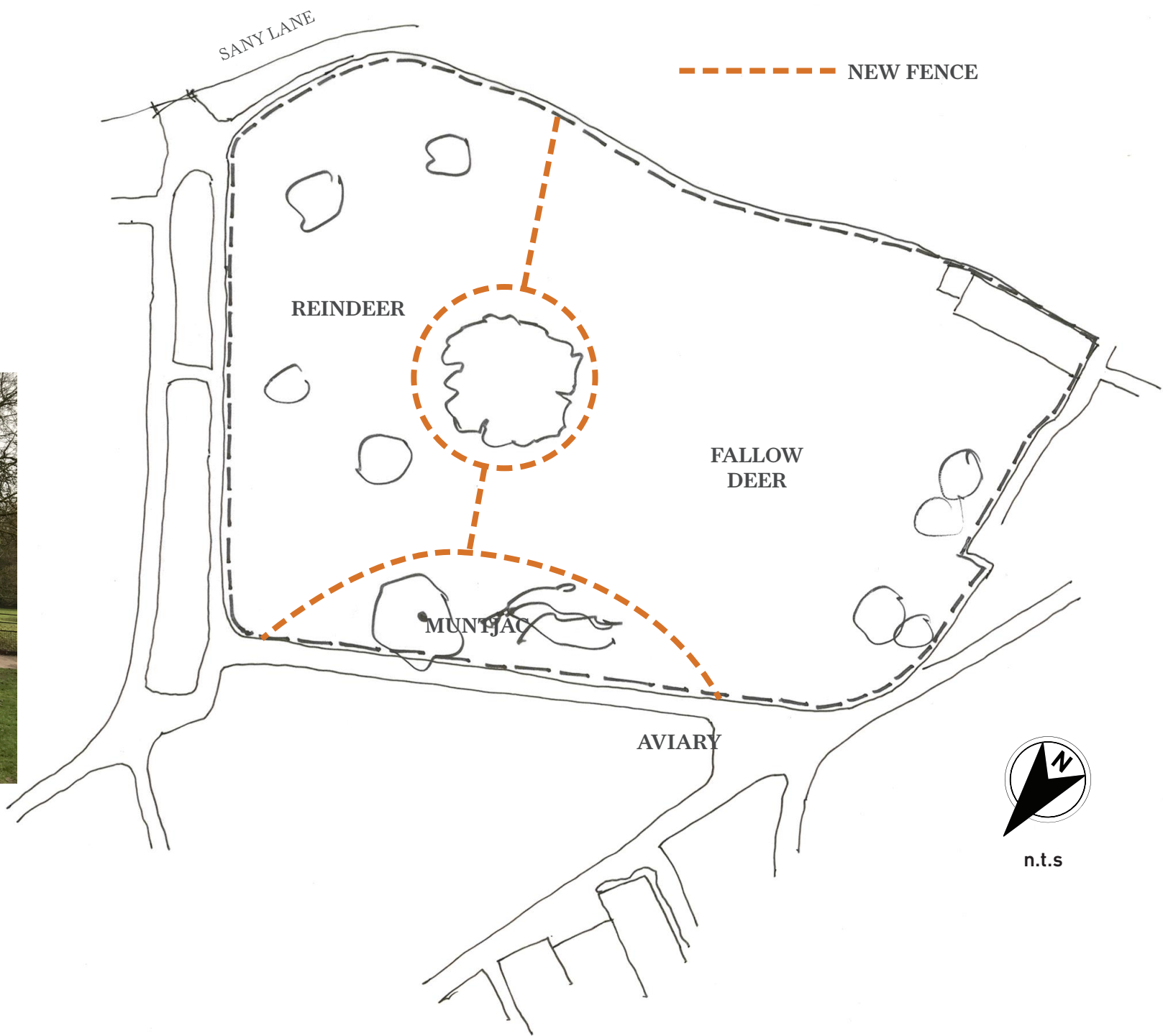




Fallen trees will provide cover for Muntjac



Deer enclosure



**PROPOSED NEW ENCLOSURES INSIDE
DEER ENCLOSURE**

GOLDERS HILL PARK ZOO
WILDLIFE IN BRITAIN
PAST FUTURE AND PRESENT
DC246/04 - 17th February 2017

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Committee	Dated:
Hampstead Heath, Highgate Wood & Queen's Park Management Committee	15 May 2017
Subject: Model Boating Pond Island – Options Appraisal	Public
Report of: Bob Warnock, Superintendent of Hampstead Heath	For Decision
Report author: Meg Game, Open Spaces & Heritage Department Jennifer Wood, Open Spaces & Heritage Department	

Summary

In March a report was heard by the Hampstead Heath Consultative Committee about a number of options for the future management of the new island in the Model Boating Pond on Hampstead Heath. This took into account a petition campaigning for the island to be managed as a refuge for swans and free from public access.

Recommendations

It is recommended that:

- Members of the Hampstead Heath, Highgate Wood & Queen's Park Committee note the different options discussed in the Report.
- Members of the Hampstead Heath, Highgate Wood & Queen's Park Committee notes that the majority view of the Hampstead Heath Consultative Committee was that Option 2 (that the island be managed as a refuge for birds and free from public access) was their preferred option.
- The Hampstead Heath, Highgate Wood & Queen's Park Committee agrees that the island remains closed to public access during the restoration period and until a decision is taken at its July 2018 meeting on which option to pursue, with the island's wildlife being monitored during this time to provide a fuller picture to inform its future management.

Main Report

Background

1. As part of the Ponds Project, the Model Boating Pond has changed shape and been re-landscaped to look more natural than it previously did. The Pond is shorter in length, due to the construction of a new larger dam, and the western edge has been dug out, so that the overall size of the Pond is approximately the same area as previously. In the early designs, a peninsula at the western edge of the Pond was proposed, which would save a group of mature trees.

This design evolved into an island, about 1,600 square metres in size, to save the trees and provide an interesting landscape feature. After further debate and discussion with staff and stakeholders, concerns were raised about safety and anti-social behaviour that could occur if people tried to swim to the island, so a causeway was included in the design. This was the design for which planning permission was granted, and the island and causeway were constructed and finished in autumn 2016.

2. In addition to the creation of the island, aquatic marginal planting was added around the new Pond edges. This provides habitat and feeding for wildlife, improves water quality and softens the Pond edges to give it a more natural feel. The Pond has historically been used by both anglers and model boaters and gaps have been left in the planting to allow access to the water for both of these activities. One fishing peg has been created on the island; it is intended to limit the number of rods on the island and fishing bivvies will not be permitted. A report which went to the Consultative Committee and to this Committee in March 2016 detailed the different edge treatments, which were designed to make the Pond less accessible to dogs.
3. A petition started by a member of the public has received over 5,401 signatures to date, supporting its campaign for the island to be a wildlife refuge, particularly as a place for swans to escape dogs and people. Swans have never previously nested on the Boating Pond, although the improvements to its habitat may make it more attractive to them in the future. A pair of swans with cygnets moved to the Boating Pond in late 2016, but there are currently no swans using the Model Boating Pond. Since the work was completed, the number of waterfowl using it has returned to what it was before the Ponds Project began. Shovelers, very rarely seen before on this Pond, were also seen feeding here on several occasions in the winter months.

Current Position

4. The island is currently closed to allow the grass and wildflowers that were sown in autumn 2016 to establish. This could potentially take one year - and there is also the possibility that some of the seed may fail and areas may have to be reseeded. The Heath's Ecologists will continue to monitor the growth, checking that there is a closed sward of grass and wild flowers before allowing access.
5. The aquatic vegetation is protected by fencing both on the land- and water-sides. In December 2016, two gaps in the waterside fencing were made on the north-east side of the island, allowing birds to access the island. Further aquatic planting is planned around the causeway area where, at the time of writing, there are currently bare banks straight into the water. This will take place in spring 2017. It is important to note the Model Boating Pond is next to the Bird Sanctuary, which is a 3 hectare area including a pond, permanently fenced off as a refuge for wildlife which is rich in habitat, including for breeding birds.
6. Recent monitoring suggests that the number of birds using the island has increased. Typically half a dozen mallards, a few coots, some moorhens and a pair of Egyptian geese, with their goslings, are using it as a roost, but there is

no indication so far of its being used as a nesting site. Average numbers counted to date are presented in Appendix 2. Gulls, crows and pigeons have also been feeding on the island but have not been counted as part of the monitoring. Overnight monitoring with a camera has shown that people, dogs and foxes also access the island from time to time after dark.

Future Management

7. A number of options for the future management of the island have been considered by the Heath's Ecologists. In all cases fencing would remain around most of aquatic planting to protect it from grazing by waterfowl, but further gaps would be cut to allow limited access, although the number of these additional gaps would have to be reviewed if grazing of the aquatic plants by the waterfowl proved excessive. The costs of the various options are not sufficiently great to affect the decision making process. The island is currently being monitored for use by wildfowl. The number of birds, species and how they are using the island is being recorded twice a week. This will continue not only during the recovery period, when there is no public access, but also thereafter. The number of incidents recorded by Constabulary and Ranger Teams will also be monitored.

Options

8. The following proposed options for managing the island after the end of the recovery period were considered by the Hampstead Heath Consultative Committee:

Option 1 - Once the recovery period is complete, the whole island would be open for public access at all times.

- No non-ecological management implications
- Accessible for anglers and model boaters at all times
- Access for dogs under proper control and effectively restrained from disturbing wildlife
- Recently opened gaps in the aquatic plant fencing would need to be closed to prevent access to the water by people and dogs

Option 2 - The island would remain completely closed to the public, and would become a refuge for wildlife. The causeway would be secured with a locked wooden gate and some additional planting to encourage wildlife could be introduced on the island.

- Heath staff would be required to monitor access to the island, to ensure the public do not climb the fence and gate or that dogs swim across
- Not accessible for anglers or model boaters
- Ecological benefits in allowing an undisturbed area for wildlife. The island would be available as a refuge for birds such as swans, geese, ducks, coots and moorhens. If additional features were added to the island, such as thick shrubs, bird and bat boxes and amphibian and reptile refuges, it could also be of value to encourage additional wildlife.

- The vegetation on the island might be heavily grazed by the wildfowl, especially by geese, reducing the attractiveness of the island's top and sides. Also, the number of Canada geese on the Pond might increase, causing problems on adjacent grassy areas with grazing and defecation.

Option 3a - Once the recovery period is complete, the island would be open to the public but about a third of it, or about 500m², would remain fenced off as a wildlife refuge. A plan is attached as Appendix 1.

- Heath staff would need to monitor access to ensure people and dogs kept out of the refuge area
- Partially accessible for anglers and model boaters
- Ecological benefits from keeping a section of the island as an undisturbed area for wildlife. The area reserved for wildlife would be sufficient as a refuge for waterfowl including swans; the latter are able to nest relatively close to publicly accessible areas, as they do at Hampstead No. 1 Pond. Additional features for wildlife could be installed, as Option 2
- The reserved area might be heavily grazed by wildlife, making it unattractive. Also, the number of Canada geese on the Pond might increase, causing problems on adjacent grassy areas with grazing and defecation.
- The fence across the island would be visually intrusive
- Dogs might disturb wildlife close to the fence

Option 3b - Once the recovery period is complete, the island would be open to the public but an area of about 500m² would remain fenced off as a wildlife refuge, as for Option 3a. Dogs would not be permitted onto any part of the island at any time and a gate with clear signage would be installed.

- Heath staff would need to monitor access to ensure dogs are kept off the island
- Accessible for anglers and model boaters but not dogs
- A gate would be required at the causeway to prevent dog access
- Ecological benefits from keeping a section of the island as an undisturbed area for wildlife as for option 3a, with the additional benefit that wildlife would not be disturbed by dogs nearby or that inadvertently got into the refuge
- The reserved area might be heavily grazed by wildlife, making it unattractive. Also, the number of Canada geese on the Pond might increase, causing problems on adjacent grassy areas with grazing and defecation
- The fence across the island would be visually intrusive
- Anglers find the presence of dogs disruptive, so this would be an advantage to them

Option 4 – The island would be closed to the public from March to September. A locked wooden gate with clear signage would be installed.

- Heath staff would need to monitor access to ensure the public do not access the island during the closed season
- No access for the public, anglers or model boaters during March to September

- Ecological benefits from the island being a wildlife refuge for seven months of the year, comprising the bird nesting season plus an additional month for any (especially swans) that had nested late
- Birds resting up and grazing in the winter would still be disturbed
- There would probably be public disturbance to other wildlife features that might be being used as a refuge in winter, e.g. log piles ending up in water
- Recently opened gaps in the fencing would need to be closed from October to February to prevent access to the water by people and dogs

Proposals

9. **Option 1** would not enhance opportunities for wildlife, while **Option 2** would allow no public access. **Option 4** does not allow public access in the summer, which is the most attractive part of the year and when the Heath is most heavily used. **Options 3a** and **3b** cater both for public access and for wildlife. Public access would be year-round, allowing people to enjoy views from it over the Pond and the value of the island for wildlife would suffer little from being restricted to a third of the area. Swans would be able to build a nest in the unfenced gaps in the aquatic vegetation and in the figure area, and would also be able to access the refuge area for safety.
10. **Option 3b** was proposed as the preferred option by the Superintendent. It was thought to be preferable to **3a** in that dogs would be more securely prevented from gaining access to the reserved area. Almost all the Heath is open to dogs, and the proposed restriction is considered reasonable in relation to its benefits. However, a final decision should be subject to a review of the restoration and the monitoring data.
11. We have also gathered the views of the Community Working Group, which was set up to monitor the Ponds Project during the construction phase. Five members agreed that **Option 3b** was the preferred option, however the Heath & Hampstead Society, who are represented on the Community Working group, preferred **Option 2** as they felt **3b** was a compromise.
12. A majority of the Members of the Hampstead Heath Consultative Committee felt that **Option 2** was preferable, as they also believed the other options were too much of a compromise. It was also raised that it would be difficult to reverse a decision if the island were opened to the public.

Conclusion

13. The final decision chosen for management of the Model Boating Pond island should take account of the views of the Hampstead Heath Consultative Committee, as well as assessing the results of the bird monitoring exercise later in the year
14. The island will remain closed for a period of restoration, to allow sufficient time for the grass, the newly planted trees and the aquatic plants to become established. During this period, the Heath's Ecology Team will monitor the

island regularly, including counting and noting the species of birds using the island. After this period, a decision should be taken by this Committee on the long-term management of the island.

Appendices

- Appendix 1 – Map of proposed wildlife refuge on island in Option 3.
- Appendix 2 – Boating Pond bird monitoring results to date

Meg Game

Senior Ecologist

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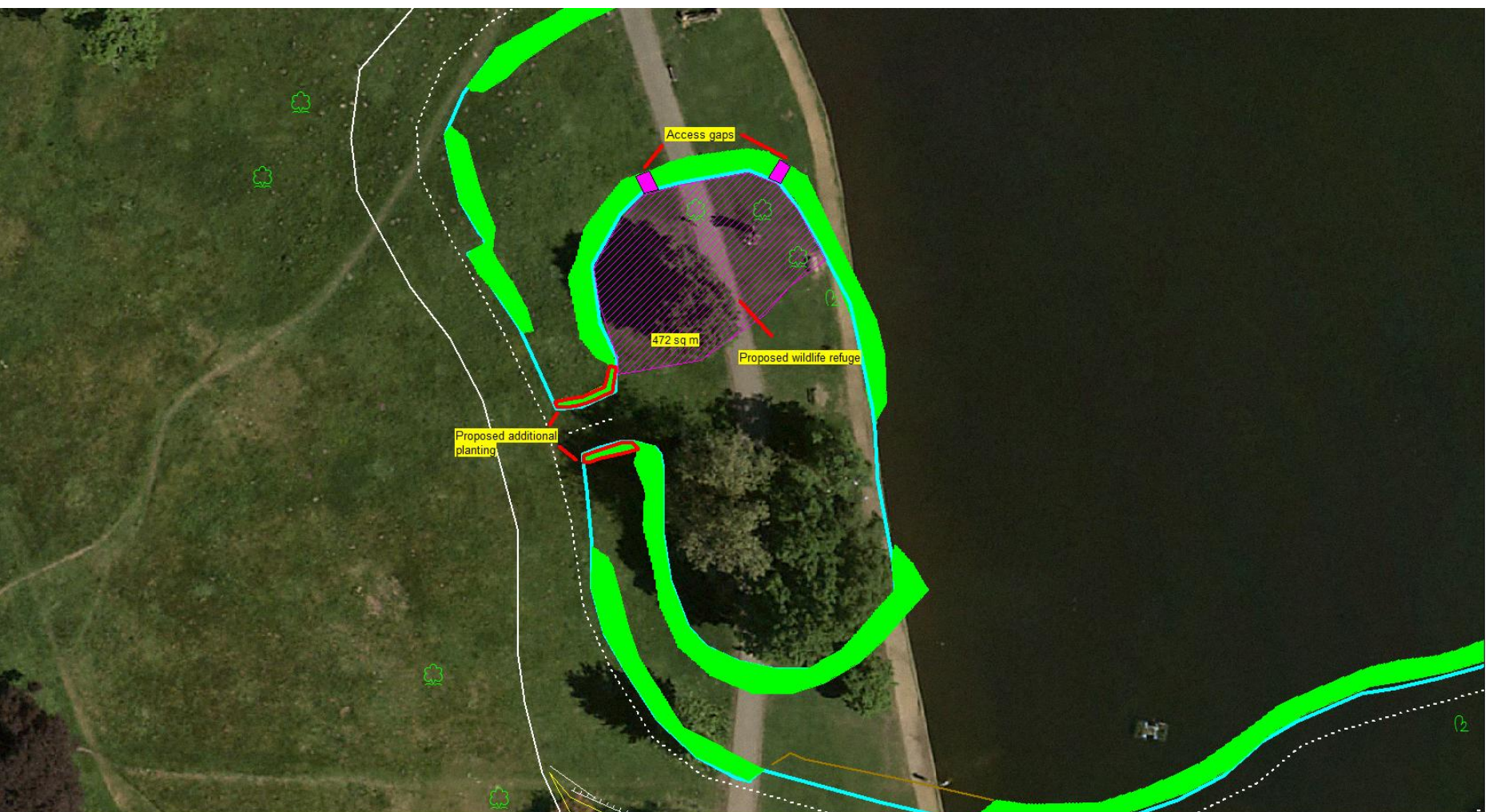
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Appendix 2

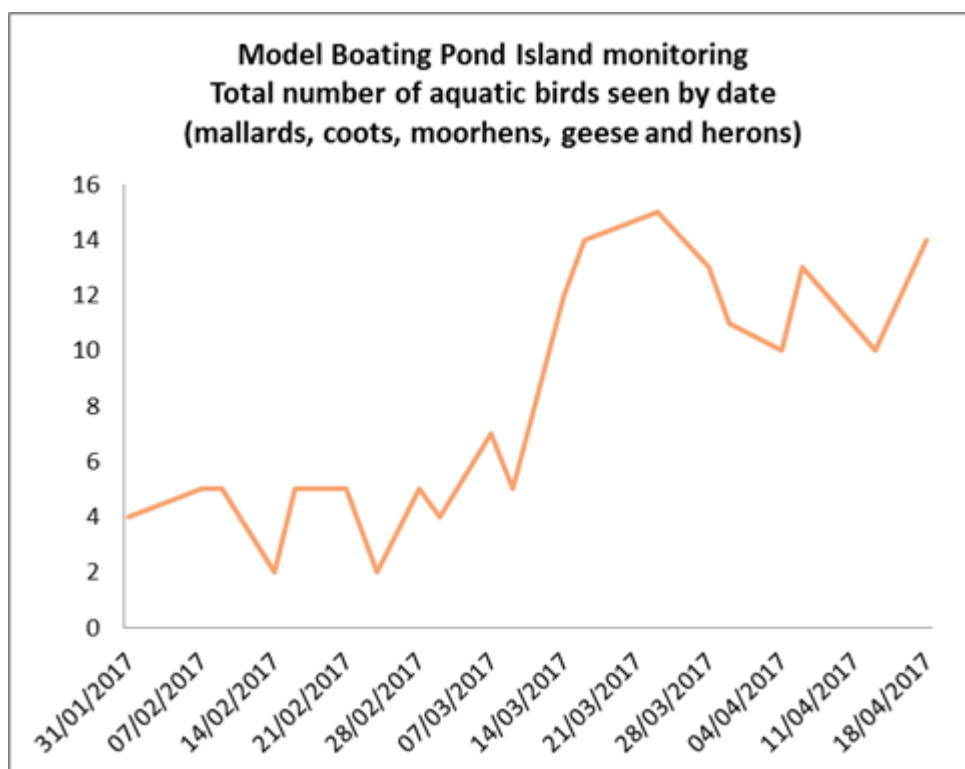
Model Boating Pond island bird monitoring up until 18 April 2017

18 January 2017 – 18 April 2017

Monitoring has taken place on Tuesday and Thursday mornings.

On the island or in the vegetation around the island shores an average of: 5.9 mallards, 1.4 moorhens, 1.9 coots, 1.8 Canada geese 3.5 Egyptian geese (including goslings). A heron was seen on 2 occasions and 2 pied wagtails on one occasion.

The total number of aquatic birds, excluding gulls, pigeons or crows, on the island or surrounding aquatic vegetation is displayed on this graph. It increased in mid-March, due to more mallards resting up on the island, plus we now have Egyptian goose goslings.



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Committee	Dated:
Hampstead Heath, Highgate Wood & Queen's Park Committee	15052017
Subject: Management of the Highgate and Hampstead Ponds	Public
Report of: Bob Warnock	For Discussion
Report author: Meg Game, Open Spaces & Heritage Department	

Summary

All the Ponds in Hampstead Heath's Highgate and Hampstead valleys have changed ecologically through the recent Ponds Project. This report outlines the intended ecological management of these ponds following these changes; further details are provided in Appendix 1.

Recommendation

- Members of are invited to submit their views on the proposals.

Main Report

Background

1. The Ponds Project has resulted in changes to most of the major ponds on the Heath. It is therefore timely to review how these ponds are to be managed.

Current Position

2. The most significant ecological changes are the installation of about two hectares of wetland vegetation along edges of the ponds. This will provide important wildlife habitat of a kind which was formerly rather lacking on the Heath. New pools and scrapes at the Ladies Pond and Bird Sanctuary will also enrich the Heath's ecology. Turf used on the new spillways and the Boating Pond dam contains a wide variety of wild flowers, but the potential of this to provide additional wildlife habitat is limited by the requirement that these areas be mown relatively frequently, as well as the heavy public use that most will sustain.

Proposals

3. The ponds and associated habitats will continue to be monitored throughout the growing season. This is especially important in the establishment phase of 1-2 years, so that any remedial action can be undertaken if required.

4. It is a requirement of the Supervising Engineer that grass on most of the dams and spillways is mown several times a year. This will limit the landscape and ecological value of these areas.
5. Once well established, the marginal vegetation round the ponds will need to be cut, for example an eighth annually. In the longer term some or all of it may need to be dredged to prevent the marginal vegetation from drying out.
6. A detailed baseline survey of water quality is proposed in 2020 or soon afterwards, to allow comparisons to be made with one carried out before the Ponds Project started.
7. Management of the Boating Pond Island is under discussion, as detailed in a separate report. The options range from full public access to keeping it all out of bounds as a wildlife refuge.

Corporate & Strategic Implications

8. The City has a legal duty under the Hampstead Heath Act 1871 to maintain the natural aspect of the Heath. There is a reputational risk in not pro-actively managing the natural aspect of the Heath. Left unchecked the mosaic of diverse habitats for which the Heath is renowned would be lost.
9. Activities included within the Annual Work Programme and Projects Plan will be undertaken using the Heath local risk budgets.
10. The proposals link to the theme in the Community Strategy to protect, promote and enhance our environment. They also link to the Open Spaces Department Plan through the Strategic Aim to 'adopt sustainable working practices, promote the variety of life (biodiversity) and protect the Open Spaces for the enjoyment of future generations', and the Improvement Objective to 'ensure that measures to promote sustainability and biodiversity are embedded in the Department's work'.
11. These works also fulfil Essential Actions in the Part 1 Management Plan, including to retain and enhance the Heath's habitats and natural resources to enable continued quiet enjoyment and appreciation of the natural world by its visitors.

Financial Implications

12. The proposed baseline survey of water quality to be carried out in 2020 or soon after will need to be carried out by consultants, and a funding stream will need to be identified. The water quality surveys undertaken before the Ponds Project started cost £54,000. It should not be necessary to repeat the full suite of investigations, which will reduce the cost of resurveying. We estimate this will cost in the region of £30,000.

Conclusion

13. The main ponds on the Heath and their associated habitats require detailed management. Pre-existing tasks are already listed in the 2017 Annual Work Programme and Projects Plan, but those now required as a result of the Ponds Project are only summarised there. This report identifies the additional tasks resulting from the Ponds Project in more detail.

Appendices

- Appendix 1: Management of the Highgate and Hampstead Ponds

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Appendix 1

Management of the Highgate and Hampstead Ponds

Introduction

This report summarises the proposed management of the Highgate and Hampstead Ponds following completion of the Hampstead Heath Ponds Project. It does not cover management of the wildflower meadows on Tumulus and Pryors Fields.

Part 1 describes the new Ponds Project habitats and outlines what management is required, both during establishment phase and subsequently, to maintain them. Part 2 considers management of the ponds which is unrelated directly to the Ponds Project.

Part 1: the new Ponds Project habitats and their management

A range of new habitats have been created through the Ponds Project; this section describes them and outlines their proposed management. Their locations are listed in Table 1 below and they are mapped schematically in figures 1 and 2.

The new habitats

Marginal vegetation

Beds of marginal emergent vegetation now line edges of ten ponds, adding nearly two hectares of wetland planting to the Heath. They are composed of reed alone; of reed plus other marginal plants such as sedges and purple loosestrife; or of marginal plants without reed. The beds of vegetation are currently fenced to prevent access to people, dogs and waterfowl; the latter would graze the vegetation and prevent good establishment.

Marginal vegetation is a very important wildlife habitat which had been substantially lacking from the Heath's ponds. It benefits a wide variety of species, including fish, birds, invertebrates and amphibians, harbours beneficial microorganisms and also filters the water, maintaining good water quality. The plants also soften the appearance of the ponds, creating a more attractive and natural look.

Pools and scrapes and streams

Pools and wetland scrapes were created above the Ladies Pond, at the Bird Sanctuary and south of the Catchpit dam, and a new embayment was made at the Bird Sanctuary to extend the reedbed. These will all provide excellent habitat for wetland wildlife. About 60 metres of stream formerly piped below ground were brought to the surface.

Aerators

Aerators have been installed in all the ponds and these will also improve water quality by raising oxygen levels, especially in warm weather, and reducing algal growth.

Grassland and wild flowers

Most of the grassland of Hampstead Heath is heavily dominated by grasses, and disappointingly lacking in 'wild flowers'. The Ponds Project sought to increase species diversity where possible. It was a requirement of the Supervising Engineer that turf was layed on the spillways and most of the dam faces, and a special turf was used which contained 20% wild flowers seeds 80% native grasses.

It is also a requirement that the dam faces and spillways be mown sufficiently frequently to maintain a relatively short sward, and this, as well as public pressure, will reduce the number of plants flowering. However, the lower-growing species, such as red clover and bird's-foot trefoil, should be able to bloom where footfall is not too great, providing nectar for bees, moths, butterflies and other insects. A herb-rich seed mix was used instead of turf on the slopes of the Boating Pond Island; this does not require frequent mowing.

Over 600 wild flower plugs and bulbs were planted at Stock and Hampstead no. 1 Ponds. Further planting of wild flowers is anticipated at the Ladies Pond.

Trees and shrubs

About 50 trees and 130 shrubs were planted, many of them close to ponds. All are native species apart from two London planes replacing two which had to be felled at Hampstead No. 2. They included oak saplings which were transplanted from the Heath, maintaining local provenance, and elms which are resistant to the Dutch Elm Disease which ravaged the tall elm trees common on the Heath until about the 1970s. The new trees will provide landscape and wildlife benefits.

Hibernacula, wood piles and bat boxes

Two amphibian and grass snake hibernacula were built at the Bird Sanctuary, and brash and log piles were constructed by four Ponds. Twelve bat boxes were put up a further eight are to be added in early spring 2017; some of these are near ponds.

De-silting

Silt was removed during the Ponds Project from the Stock, Ladies, Men's, Viaduct and Mixed Bathing Ponds. The Viaduct Pond was particularly badly silted, with especially shallow water even threatening the continued existence of the northern section. The substantial amounts of silt and logs which were removed should result in notable improvements to the ecology of this pond.

Table 1: Summary of new pond-related habitats by location

Location	Marginal vegn, m ² approx.	Flowery turf on dams and spillways etc.	Wildflower meadows	Tree / shrub planting	Wildflower plugs and bulbs	Trees and shrubs	Hibernacula and brash and wood piles	Streams, channels, pools and scrapes	Other
Stock Pond	44	√			√		Brash/wood piles	Section of stream brought above ground	
Ladies Pond	40	√		√	√ (planned)	√		Pools and scrapes	
Bird Sanctuary							2 hibernacula plus log piles	Scrapes and 30m of new channel	New embayment for reedbed expansion
Boating Pond	670	√	√ (island slopes)	√		√			
Men's Pond	228			√	√	√			New wet bay at NW corner
Highgate no. 1 Pond	96	√							
Vale of Health Pond	40	√					Brash/wood piles		
Viaduct Pond	56	√		√		√			Rock rolls installed to hold back marsh
By Catchpit Dam	10	√		√		√		New seasonal pond; section of steam brought above ground	New silt trap
Mixed Pond	208	√		√		√	Brash/wood piles		Rock rolls to hold back marsh
Hampstead no. 2 Pond	94			√		√			Further small reedbed to be planted near platform
Hampstead no. 1 Pond	276	√		√	√	√			
Other									12 bat boxes installed near ponds, 8 more to be added

Figure 1: The new Ponds Project habitats on the Hampstead chain of ponds (not to scale)

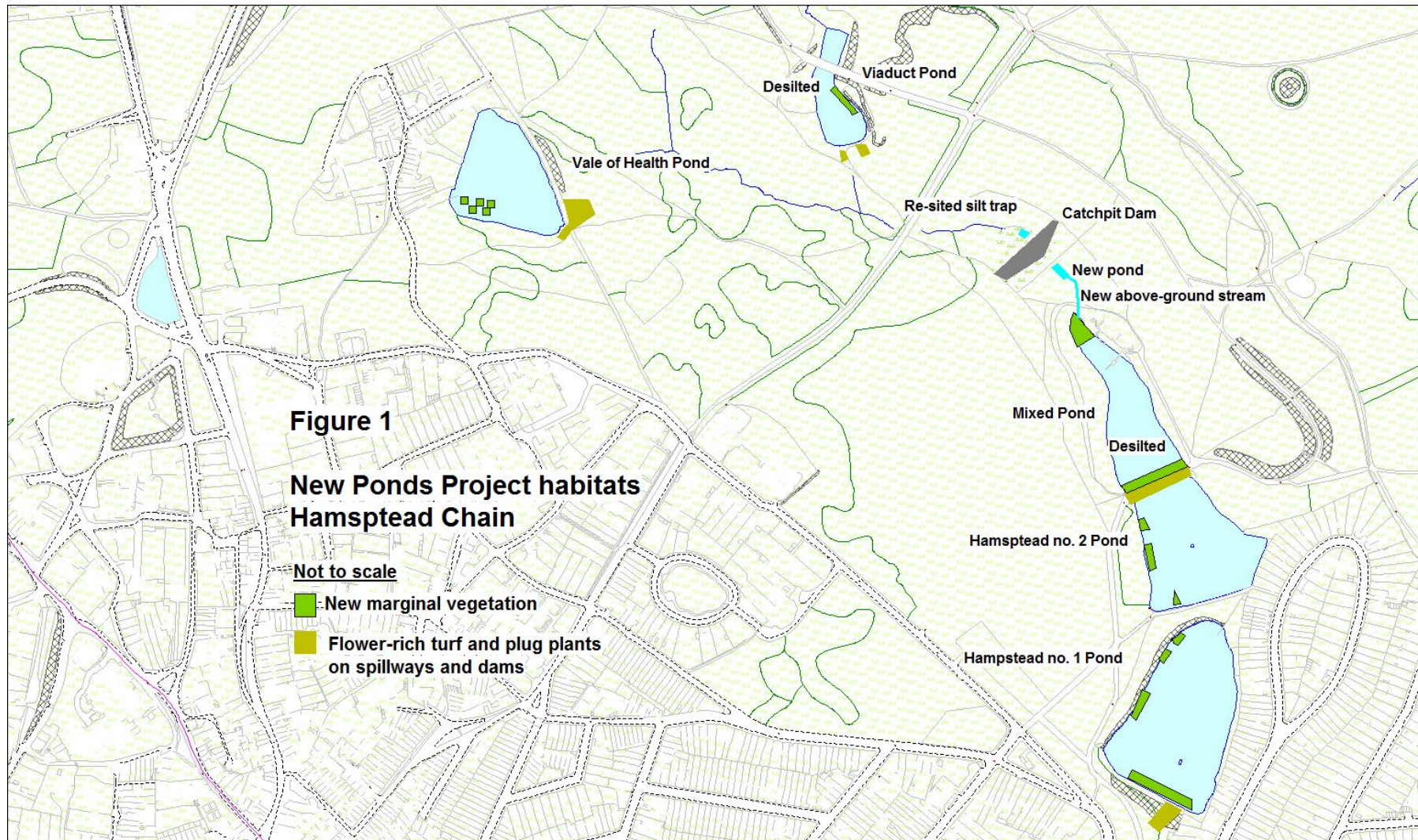
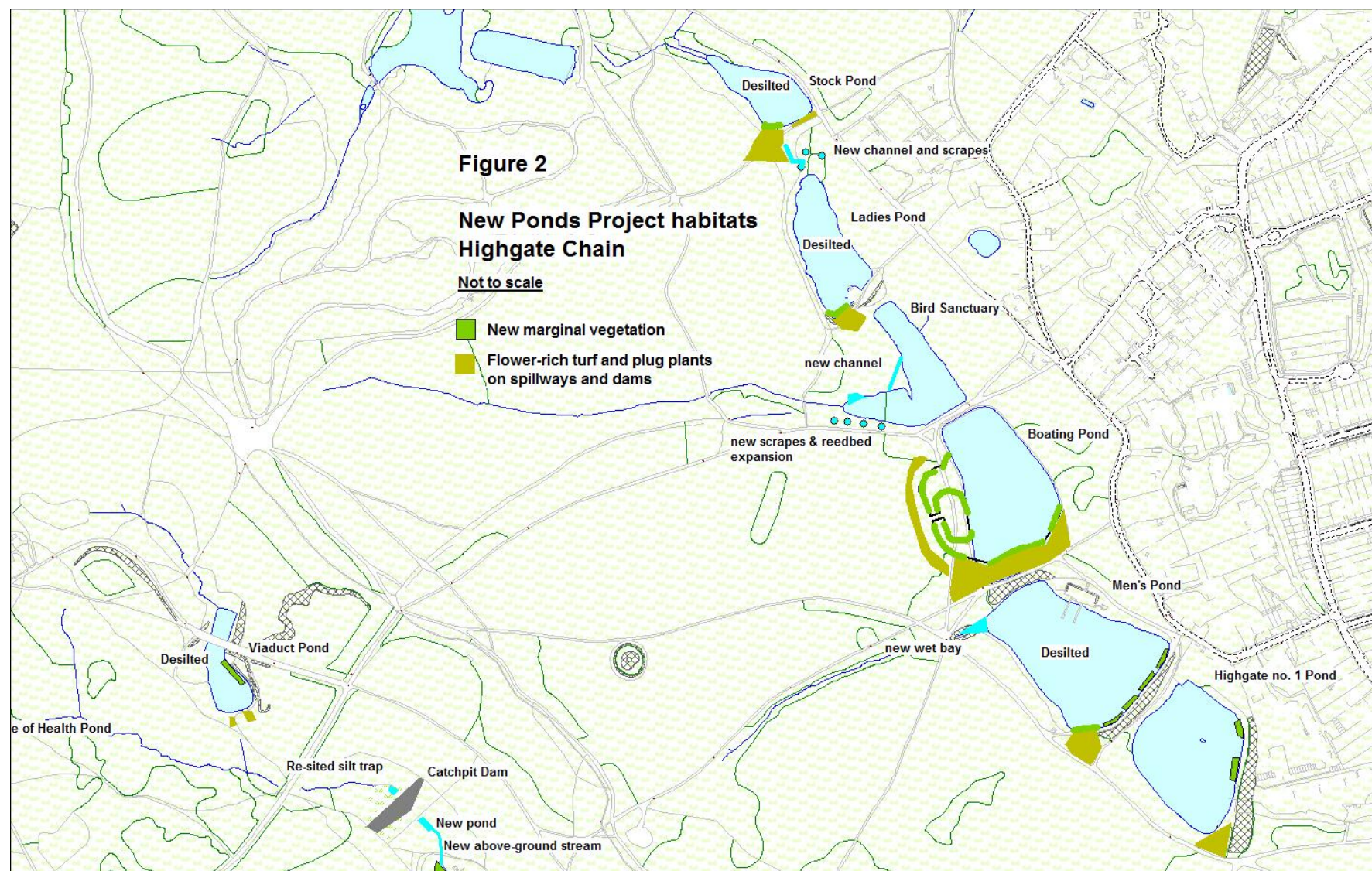


Figure 2: The new Ponds Project habitats on the Highgate chain of ponds (not to scale)



Management of the new ponds-related habitats

Monitoring

All the new habitats need to be monitored, so that any problems can be addressed, such as weed growth and plants or seed mixes failing to establish. Walk-over surveys will be made during the establishment phase; detailed quadrat surveys may be more useful later on. The on-going long-term programme of monitoring of amphibians will be extended to suitable new wetland habitats.

Water quality is monitored regularly in all the ponds affected by the Ponds Project. Visual checks are made weekly throughout the year, and oxygen levels are measured weekly during the warm months. This programme will be continued. A fuller baseline survey was undertaken in 2013, before works began, and this should be repeated in 2020/21 or soon afterwards to assess the impact of the works on water quality, macro-invertebrates and aquatic macrophytes.

Marginal vegetation

In the first 1-2 years, any gaps in the aquatic vegetation will need to be replanted by the contractor.

Both the land and water sides of the beds of marginal plants are currently fenced to prevent access by dogs, people and water birds, apart for two gaps at the Boating Pond cut to allow access to the island for swans. The landward fences will need to be retained, but ideally some fencing on the water-side of the wetland areas should be opened up or removed once the vegetation is established. However, caution is required: fencing round the older reed beds on the Boating Pond was temporarily taken away some years ago, resulting in serious erosion of the vegetation by dogs and water birds, and the fence had to be replaced. As a trial, in 2017 it is proposed to open up panels in waterside fencing where the vegetation is well established, for example at the Men's Pond. If this does not result in too much damage from grazing by birds further panels will be removed.

Over the years, plant remains will gradually build up in the reedbeds, raising the soil levels. This is a natural process: shallow reedbeds are not permanent habitats and dry out unless managed. The habitat is degraded as the aquatic vegetation loses its vigour and is gradually replaced by plants of drier places, such as willow and alder, resulting in a loss of value to wildlife, such as amphibians and aquatic invertebrates. Thus a long term programme of occasional rotational cutting back the vegetation, removing inappropriate species such as shrubs and trees. Eventually re-excavating the reedbeds will be needed. At this stage it is impossible to determine just when this will first be necessary or the required frequency, but for comparison the regime for the Bird Sanctuary reedbed is an 8-year rotation.

Streams, channels, pools and scrapes

From time to time open water will need to be maintained in channels, pools and scrapes by removal of some of the vegetation as required. Silt removal will also be needed to maintain water depth, especially in the shallower features. A slow flow of water is ideal to reduce erosion and sedimentation.

Aerators

Aerators will be maintained in good working order. They will be turned on as required when water quality has been or is likely to decline, e.g. in hot weather or after heavy rainfall.

Wild flower turf, seeded areas and plugs

The Supervising Engineer has specified a complex regime for cutting the wildflower turf laid on the spillways and dams. This varies from a single cut in late spring/early summer to up to ten cuts through the growing season, every time the grass reaches 175mm in height. It is hoped that this programme can be rationalised and the frequency reduced in some places.

The slopes of the Boating Pond Island were seeded with grass and wild flowers. Careful management will be needed in the first couple of years, 2017 and 2018. If the seeds do not germinate well they may need resowing, and additionally there may be problems with unwanted invasive species such as creeping thistle, which will have to be controlled by pulling or cutting as herbicides cannot be used close to water. Subsequently the slopes will be cut once a year between June and September as part of the Heath's annual grassland cutting programme. More intensive cutting may be required if creeping thistle is pervasive.

Crocoshia, also known as montbretia, has colonised an area just below the stilling basin at the Ladies Pond, its corms having been accidentally distributed from nearby during earth moving operations. This non-native plant can be invasive and efforts will be made to reduce it.

Trees and shrubs

Planted trees and shrubs will need to be watered until they are established, and some may not survive and need replacing.

Hibernacula, wood piles and bat boxes

Hibernacula should require little maintenance apart from annual cutting back of the south face. Wood piles will be built up as they gradually rot and subside, and new ones will be constructed. Bat boxes will need checking annually.

The Boating Pond Island

Currently no access is permitted, but this does not necessarily have to be the case once the vegetation has established. Discussions are currently in progress on the best option: public access to all; all the island reserved for wildlife, with no public access; or part fenced for wildlife and part with public access with or without dogs. Long term management depends on what option is chosen. If part is reserved for wildlife, additional features may be added, such as bird and bat boxes, wood piles, hibernacula and shrub planting.

The bottom edges of the causeway are currently muddy, and it is planned to plant marginal vegetation here in spring 2017.

Part 2: Other management issues

Management issues concerning the ponds which not just related to the Ponds Project are discussed here.

Angling

Angling is permitted at the Men's, Model Boating, Vale of Health, Viaduct and Hampstead No. 2 Ponds. An overall angling policy is intended, to help clarify issues such as the rules for fishing, stocking/restocking and fish health.

Control of invasive species

Himalayan balsam is present near most of the ponds, and needs control by regular pulling or cutting in the growing season. Giant hogweed grows in the Bird Sanctuary and is cut below ground annually, and Japanese knotweed grows along the Stock Pond causeway, where it is also controlled. There is now an area below the Ladies Pond spillway where *Crocasmia* is abundant and this also needs control.

Dogs

Dog swimming in the ponds can disturb wildlife, particularly swans and waterfowl, disturb silt, and cause erosion of the banks. Recognising this, dog swims are provided at Highgate No.1, Hampstead No.1 and the Vale of Health Ponds. However, further consideration needs to be given to the extent of dog access to the other ponds across the Heath.

Shading and leaf litter

Several of the ponds are heavily shaded by nearby trees. Resulting leaf litter causes siltation and the shading restricts marginal and aquatic vegetation which would otherwise oxygenate and filter the water and provide wildlife habitat. Trees and shrubs are judiciously cut back from some of the more affected ponds, as detailed in Table 2 below.

Siltation

Approximately 1000m³ of silt was removed from the Mixed Bathing pond as part of the Ponds Project but it was not fully de-silted. Swimmers are still experiencing higher than expected levels of silt in the swimming area and the pond would benefit from further de-silting in the future. The possibility of de-silting Hampstead No. 2 Pond is being considered using funds identified in the Cyclical Works Programme, and revisiting the Mixed Pond will be considered as part of that project.

Table 2: Management unrelated to the Ponds Project

This table identifies management works associated with the Hampstead and Highgate ponds and surrounds which is not directly associated with the Ponds Project. All these items are included in the 2017/18 Annual Work Plan. Additional items for the Bird Sanctuary are contained in a management plan which will be presented to Committee .

All or several ponds	
Manage routine incidents, & assist Wildlife Rescue experts in dealing with distressed water fowl. Assist Constabulary in preventing & investigating dog attacks	Every year
Reinstate dragonfly monitoring scheme	Every year
Use a boat to check for and remove line & tackle & other debris during the fishing season	Every year
Ensure fishing regulations are understood & adhered to & assist Constabulary in checking permits & rod licenses. Update signage	Every year
Try to increase marginal vegetation on the ponds	Every year
Check & clean pond inlets and outlets, especially before predicted storms	Every year
Monitor ponds for general problems and algae scums, and ensure warning notices are promptly put up & taken down	Every year
Alleviate problems such as duckweed blooms and oxygen crashes when required	Every year
Control invasive species such as Himalayan balsam, Japanese knotweed, giant hogweed, crocosmia and where necessary, creeping thistle, bramble, common hogweed and ragwort	Every year
Stock Pond	
Continue to selectively thin & lift bankside trees NE of the pond to increase light levels & reduce leaf litter; remove dead elms	As required
Clear round wild service tree saplings	Every other year
Re-open canopy above northern marsh area. Remove seedling alders and dogwood	Every few years as required
Cut back scrub encroaching onto northern marsh area. Cut back to dead hedge	Every other year
Ladies Pond	
NW edge of pond: remove woody debris from water & coppice 15m section of bankside to encourage emergent vegetation & reduce debris encroachment into the swimming area	Annually

Cut northern wet meadow area to prevent scrub encroachment.	Annually
Bird Sanctuary	
Multiple management tasks to manage the important habitats of the pond and surrounds: management plan currently in draft	Various
Boating Ponds	
None	
Men's Pond	
Maintain windows onto pond at trig points	Annually
Highgate no 1 Pond	
Maintain 2 open viewing windows and prevent shading of marginals by coppicing willows on 3 year rotation. Windows should be re-coppiced if required to maintain view.	2 sections a year, rotation of 3 years
Make access improvements to dog swim	2017 then as required
Maintain windows onto pond at trig points	Annually
Vale of Health Pond	
None	
Viaduct Pond	
On south-west side of Viaduct pond, cut back hedge to top of fence below bench to create view of pond	Annually
Cut bramble and blackthorn suckers etc. in grassland by hedge	Annually
Coppice willow and silver birch and raise alder crowns along east bank, especially where impeding growth of emergent vegetation	Every 5 years
Remove bramble and saplings from gorse area east of Viaduct. Coppice any degrading gorse, and consider planting more	As necessary
Weed planted heather on exposed east bank	Annually
Mixed and Hampstead Nos. 1 and 2 Ponds	
None	

Conclusion

- Hampstead Heath Ponds Project has significantly enhanced the habitats associated with the ponds
- Restoration will require careful monitoring to ensure problems and failures are identified and corrected
- A range of broader management issues will need addressing
- The 2017/18 Annual Work Programme and Projects Plan will be updated to include the additional works identified in this report.

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Hampstead Heath Ponds Project

Education Project Report: Activity in January and February 2017

Progress in previous month:

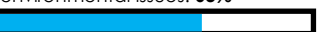
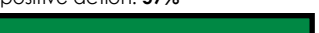
Agenda Item 16

At Risk of Schedule

On Schedule

Slight Delay

Behind Schedule

Area and target	Progress this month	Progress to date
Project Coordination	In January and February we have started to plan and shoot six short career focussed films. These films are aimed at secondary school pupils and will star six members of staff talking about their different job roles. The roles included are, Education Project Officer, Play and Learning Officer, Sport and Recreation Keeper, Ponds Project Liaison Officer, Apprentice Arborist and Ecologist.	
Primary Programme 850 pupils engaged through 34 sessions	We have had no Primary School sessions so far this year	Total number of primary sessions: 34 Total Number of children: 878  Additional engagement with primary school students: 100
Secondary Programme 3575 pupils engaged through 143 sessions 3 schools with in depth involvement Engage with 420 pupils by British Science Week (BSW) activities	In February we went to Heathside Preparatory School and delivered two mini dams sessions to Year 7 and year 8 pupils. Some students were familiar with the Ponds Project. A range of views around the project were represented and sparked interesting discussion. Student were able to draw on their own experiences of living in the locality.	Total Number of Secondary sessions: 93 Total Number of children: 2076  Additional engagement with secondary school students: 1000 
Evaluation 70% of sessions evaluated 70% teachers believe learning objectives met 60% Teachers believe most students progressed their understanding 60% students increase their understanding of the impact of humans on the environment. 50% students increase their understanding of the Scientific, Geographical and/or social context of environmental issues 50% students increase intention to take positive action for the Heath or the environment	Unfortunately, we were unable to evaluate the sessions in this period.	% of sessions evaluated by teacher: 78%  % of sessions evaluated by secondary students:  % teachers believing LO Met well: 98%  % Teachers believing most students made progress: 88%  % 2° Students with increased understanding of impact of humans on the environment: 67%  % 2° Students with increase understanding of environmental issues: 63%  % 2° Students with increased intention to take positive action: 57% 
Educational Resources 250 HHPP education webpage hits & 50 resource downloads	Across January and February we had a total of 72 views and 63 unique views for the Ponds Project education webpages.	Number of page views: 1556 Number of unique page views: 1319
Partnerships Develop three high profile partnerships for the project.	Museum of London (MoL): Our cross curricula Fleet river session/resource is currently in development.	

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Hampstead Heath Ponds Project

Education Project Report: Activity in March 2017

Progress in previous month:

	Ahead of schedule
	On Schedule
	Slight Delay
	Behind Schedule

Area and target	Progress this month	Progress to date
Project Coordination	In March we have completed the filming for six short career focussed films, and they just have to be edited. These films are aimed at secondary school pupils and will star six members of staff talking about their different job roles. The roles included are, Education Project Officer, Play and Learning Officer, Sport and Recreation Keeper, Ponds Project Liaison Officer, Apprentice Arborist and Ecologist.	
Primary Programme 850 pupils engaged through 34 sessions	We have had one soil scientist session this month for a group of 30 pupils.	Total number of primary sessions: 35 Total Number of children: 908  Additional engagement with primary school students: 100
Secondary Programme 3575 pupils engaged through 143 sessions 3 schools with in depth involvement Engage with 420 pupils by British Science Week (BSW) activities	This year British Science Week was 10th to 19th March. We engaged with two secondary schools, William Ellis and Northolt High School. We ran a total of 8 Mini Dams sessions over two days to 259 students aged between 11 and 15. This exceeded our target for science week engagement this year. Also, for the first time, we ran this session for 60 students rather than the usual 30. We discovered that while it is possible to run it successfully for this number it is preferable to run it for no more than 45 at a time, with three members of staff.	Total Number of Secondary sessions: 101 Total Number of children: 2335  Additional engagement with secondary school students: 1000
Evaluation 70% of sessions evaluated 70% teachers believe learning objectives met 60% Teachers believe most students progressed their understanding 60% students increase their understanding of the impact of humans on the environment. 50% students increase their understanding of the Scientific, Geographical and/or social context of environmental issues 50% students increase intention to take positive action for the Heath or the environment	We have not evaluated as many sessions this month as we usually would. Many of the sessions were back to back in schools, and therefore there was a shortage of time. The most significant decrease in value for our targets is the proportion of secondary students who stated they had an increased understanding of environmental issues. This could be related to the session they took part in. Mini Dams has less of a focus on environmental issue than other sessions.	% of sessions evaluated by teacher: 76%  % of sessions evaluated by secondary students: 68%  % teachers believing LO Met well: 98%  % Teachers believing most students made progress: 88%  % 2° Students with increased understanding of impact of humans on the environment: 67%  % 2° Students with increase understanding of environmental issues: 62%  % 2° Students with increased intention to take positive action: 56% 
Educational Resources 250 HHPP education webpage hits & 50 resource downloads	In March we had a total of 45 views and 41 unique views for the Ponds Project education webpages.	Number of page views: 1601 Number of unique page views: 1360 
Partnerships Develop three high profile partnerships for the project.	Museum of London (MoL): Our cross curricula Fleet river session resource is currently in development.	

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By virtue of paragraph(s) 3 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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