



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

**Date:** MONDAY, 17 JULY 2017  
**Time:** 1.45 pm  
**Venue:** COMMITTEE ROOMS, 2ND FLOOR, WEST WING, GUILDHALL

**Members:** Karina Dostalova (Chairman)  
Anne Fairweather (Deputy Chairman)  
Michael Hudson  
Deputy Clare James  
Ruby Sayed  
Oliver Sells QC  
Deputy John Tomlinson  
William Upton  
John Beyer  
Councillor Melvin Cohen  
Sam Cooper  
Rachel Evans  
Councillor Sally Gimson  
Maija Roberts  
Graeme Smith (Ex-Officio Member)

**Enquiries:** Bose Kayode  
Bose.Kayode@cityoflondon.gov.uk

Lunch will be served in the Guildhall Club at 1pm  
N.B. Part of this meeting could be the subject of audio or 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. **MINUTES**
  - a) **Hampstead Heath, Highgate Wood and Queen's Park Committee**  
To agree the public minutes and summary of the Hampstead Heath, Highgate Wood and Queen's Park Committee meeting held on 15 May 2017.  
**For Decision**  
(Pages 1 - 10)
  - b) **Highgate Wood Consultative Group**  
To note the draft minutes of the Highgate Wood Consultative Group meeting held on 31 May 2017.  
**For Information**  
(Pages 11 - 14)
  - c) **Queen's Park Consultative Group**  
To note the draft minutes of the Queen's Park Consultative Group meeting held on 14 June 2017.  
**For Information**  
(Pages 15 - 22)
  - d) **Hampstead Heath Consultative Committee**  
To note the draft minutes of the Hampstead Heath Consultative Committee meeting held on 19 June 2017.  
**For Information**  
(Pages 23 - 30)
4. **OPEN SPACES BUSINESS PLAN ANNUAL REPORT 2016/17**  
Report of the Director of Open Spaces.  
**For Information**  
(Pages 31 - 50)
5. **OPEN SPACES EVENTS POLICY**  
Report of the Director of Open Spaces.  
**For Information**  
(Pages 51 - 54)
6. **REVENUE OUTTURN 2016/17**  
Joint report of the Chamberlain and the Director of Open Spaces.  
**For Information**  
(Pages 55 - 66)

7. **PIF PROPOSAL - PONDS PROJECT LEGACY REPORT**  
Report of the Director of Open Spaces.  
**For Decision**  
(Pages 67 - 74)
8. **STEM AND POLICY EDUCATION PROGRAMME LEGACY – POLICY INITIATIVES FUND APPLICATION**  
Report of the Director of Open Spaces.  
**For Decision**  
(Pages 75 - 82)
9. **SUPERINTENDENT'S UPDATE**  
Report of the Superintendent of Hampstead Heath.  
**For Decision**  
(Pages 83 - 106)
10. **EAST HEATH CAR PARK RESURFACING**  
Report of the Superintendent of Hampstead Heath.  
**For Decision**  
(Pages 107 - 154)
11. **ANNUAL REPORT ON HAMPSTEAD HEATH CONSTABULARY**  
Report of the Superintendent of Hampstead Heath  
**For Decision**  
(Pages 155 - 174)
12. **QUEEN'S PARK CAFÉ – OPTIONS APPRAISAL**  
Report of the Superintendent of Hampstead Heath.  
**For Decision**  
(Pages 175 - 212)
13. **QUEEN'S PARK FARM REVITALISATION PROJECT**  
Report of the Superintendent of Hampstead Heath.  
**For Decision**  
(Pages 213 - 228)
14. **QUEEN'S PARK PLAY AREA TOILETS – ADDITION OF A TOILET**  
Report of the Superintendent of Hampstead Heath.  
*N.B. – Appendix 1 circulated separately*  
**For Discussion**  
(Pages 229 - 232)
15. **CYCLICAL WORKS PROGRAMME BID - 2018/19**  
Report of the City Surveyor.  
**For Information**  
(Pages 233 - 242)
16. **QUESTIONS ON MATTERS RELATING TO THE WORK OF THE COMMITTEE**
17. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**

## **Part 2 - Non-Public Agenda**

18. **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**

19. **NON-PUBLIC MINUTES**

To agree the non-public minutes of the meeting held on 15 May 2017.

**For Decision**  
(Pages 243 - 244)

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

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

22. **DATE OF NEXT MEETING**

To note the date of the next meeting is 13 November 2017.

## **HAMPSTEAD HEATH, HIGHGATE WOOD AND QUEEN'S PARK COMMITTEE** **Monday, 15 May 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, 15 May 2017 at 1.45 pm

### **Present**

#### **Members:**

Karina Dostalova  
Anne Fairweather  
Deputy John Tomlinson  
Deputy Clare James  
Michael Hudson  
Ruby Sayed  
Oliver Sells QC  
William Upton  
Councillor Sally Gimson  
John Beyer  
Sam Cooper  
Maija Roberts

#### **Officers:**

Alistair MacLellan	-	Town Clerk's Department
Carl Locsin	-	Town Clerk's Department
Kate Smith	-	Town Clerk's Department
Alison Elam	-	Chamberlain's Department
Paul Double	-	City Remembrancer
Colin Buttery	-	Director of Open Spaces
Bob Warnock	-	Superintendent of Hampstead Heath
Richard Gentry	-	Constabulary & Queen's Park Manager
Declan Gallagher	-	Operational Services Manager – Hampstead Heath
Esther Sumner	-	Business Manager – Open Spaces

### **1. APOLOGIES**

Deputy John Tomlinson was in the Chair.

Apologies were received from Councillor Melvin Cohen, Rachel Evans and Graeme Smith.

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

William Upton noted that he had, in the past, acted for the Environment Agency in the High Court in support of the City's proposals for the Hampstead Heath Ponds Project.

### **3. ORDER OF THE COURT OF COMMON COUNCIL**

Members received the Order of the Court of Common Council dated 27 April 2017 appointing the Committee.

4. **ELECTION OF CHAIRMAN**

An Election of Chairman was held on line with Standing Order 29. Karina Dostalova, being the only Member willing to stand, was declared Chairman for the ensuing year.

The Chairman thanked Members for their support and placed on record the thanks of the Committee to past Members for their service – in particular John Barker, Barbara Newman, Rev Dr Martin Dudley, Professor John Lumley, Keith Bottomley and Alderman Ian Luder, who had been a long standing ex-officio Member.

The Chairman also thanked Jeremy Simons, past Chairman and Deputy Chairman of the Committee who was no longer on the Committee.

The Chairman then welcomed Sam Cooper (English Heritage) and Ruby Sayed, Oliver Sells and William Upton to their first meeting.

5. **ELECTION OF DEPUTY CHAIRMAN**

An election of Deputy Chairman was held in line with Standing Order 30. Anne Fairweather, being the only Member willing to stand, was declared elected Deputy Chairman for the ensuing year.

**VOTE OF THANKS**

Proposed by Deputy John Tomlinson  
Seconded by Michael Hudson;

**RESOLVED UNANIMOUSLY:**

THAT the Members of the Hampstead Heath, Highgate Wood and Queen's Park Committee wish to place on record their sincere appreciation to

**Virginia Rounding**

for her outstanding service as Chairman of this Committee from May 2015 to March 2017.

During her tenure as Chairman, Virginia dealt with some often contentious issues with tact, diplomacy and – throughout – an unwavering dedication to ensuring Hampstead Heath, Highgate Wood and Queen's Park remained among the front rank of London's public open spaces.

On becoming Chairman, Virginia built on the work of her predecessor to bring the Hampstead Heath Ponds Project to a successful conclusion, ensuring that today the Heath and its ponds enjoy both a safe and enhanced natural aspect.

Under her Chairmanship, the Committee focused on the myriad issues that illustrate the challenges of maintaining a diverse range of open spaces, whilst all the while managing the competing interests of millions of Londoners.

Issues that Virginia turned her attention to include legislation, namely the promotion of a City of London (Open Spaces) Bill in Parliament; policies and guidance governing emerging issues, such as the development of guidance on the use of drones; and of course the ever present need to be vigilant to ensure planning applications on the fringes of Hampstead Heath, Highgate Wood and Queen's Park do not have any adverse impact on the public enjoyment of those open spaces.

Public open spaces that are so intrinsically important to the communities who rely on them for sport, leisure and relaxation can often provoke strong feelings, and it is the measure of a Chairman that on those occasions when feelings run high that the issue is resolved through measured consideration and appropriate compromise – with that in mind, the Committee wishes to place on record its particular thanks for the way in which Virginia handled the issue of leases at each of the cafes on Hampstead Heath, Highgate Wood and Queen's Park – and of course more natural challenges, such as the City's response to the discovery of Oak Processionary Moth at both Queen's Park and Hampstead Heath.

In taking leave of their Chairman, Members wish to highlight the robust state of health that the Hampstead Heath, Highgate Wood and Queen's Park are in, which is due in no small part to the work Virginia has undertaken as Chairman. The City's North London Open Spaces remain premier venues for millions of people, and will continue to remain so in light of the recent decision, under Virginia's Chairmanship, to undertake a Hampstead Heath Management Plan Review which will safeguard the Heath long into the future.

Members wish Virginia well as she turns to her next venture, confident that the skills and experience she has brought to this Committee will be of inestimable benefit to the causes she chooses to promote in the future.

## 6. MINUTES

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

The minutes of the meeting held on 30 January 2017 were approved as a correct record.

#### **Matters Arising Open Spaces Bill**

The Remembrancer was heard regarding the passage of the Open Spaces Bill through Parliament. He noted that it was currently at the Report Stage but its Third Reading had been deferred until the House reconvened following the General Election in June. He added that there would be time for the Bill to be further considered in the new Parliament, but that it would require a revival motion and the speed of its passage would be dependent on the level of debate it prompted.

## 6.2 **Hampstead Heath Consultative Committee**

The draft minutes of the meeting held on 13 March 2017 were received.

### 7. **APPOINTMENTS TO COMMITTEES 2017/18**

Members considered a report of the Town Clerk regarding appointments to Committees and Groups for 2017/18. In response to a request from Members, the Town Clerk agreed to investigate the potential for earlier or later start times for Committee meetings. The Town Clerk also agreed to provide Members with a briefing note outlining their duties in relation to the Hampstead Heath Trust Fund.

**RESOLVED**, that

- The terms of reference and composition of the Hampstead Heath Consultative Committee be noted;
- The terms of reference and composition of both the Highgate Wood Consultative Group and the Queen's Park Consultative Group be approved;
- John Tomlinson be appointed to the Highgate Wood Consultative Group, and the further two vacancies be deferred until the next meeting of the Grand Committee for appointment;
- Ruby Sayed be appointed to the Queen's Park Consultative Group, and the further two vacancies be deferred until the next meeting of the Grand Committee for appointment;
- John Beyer (Heath and Hampstead Society) be appointed as the local representative to observe meetings of the Open Spaces and City Gardens Committee;
- Clare James be appointed to serve on the Keats House Consultative Committee;
- The current frequency of meetings of the Grand Committee be approved.

### 8. **OPEN SPACES & HERITAGE BUSINESS PLAN 2017/18**

Members considered a report of the Director of Open Spaces on the Open Spaces & Heritage Business Plan 2017/18 and the following points were made.

- The Head of Corporate Strategy noted that the version before Members was a draft and embryonic Corporate Plan which would undergo several rounds of consultation before it was finalised in April 2018. In the meantime departmental business planning on its annual cycle but is moving starting to align with and monitor impact against the draft outcomes in the Corporate Plan.



- In response to a question regarding reduction of fuel consumption, the Superintendent noted that all assets – including vehicles – were reviewed as and when they came up for renewal and the Open Spaces Department was trialling electric vehicles to replace diesel.
- In response to a question the Open Spaces Business Manager confirmed that there was no hierarchy of priorities within the business plan ambitions.
- A Member noted that the draft corporate strategy referred only to the Square Mile rather than the open spaces located elsewhere in London and the South East. The Head of Corporate Strategy replied that Open Spaces were considered part of the People strand of the strategy rather than the Place strand, given their role in wellbeing and recreation.
- A Member was heard regarding the fact many members of the public would not relate to the terms Square Mile or indeed 'co-working space'. Head of Corporate Strategy replied that comments such as this would be factored into future iterations of the strategy and the final version would be scrutinised by the Director of Communications to ensure language was as accessible as possible.

**RESOLVED**, that the Open Spaces & Heritage Business Plan be approved.

9. **HAMPSTEAD HEATH, HIGHGATE WOOD, QUEEN'S PARK RISK AND RISK MANAGEMENT**

Members considered a report of the Director of Open Spaces regarding Hampstead Heath, Highgate Wood, Queen's Park Risk and Risk Management and the following points were made.

- In response to a query from a Member, the Superintendent agreed to review the wording around some risks, given there was a perceived disjoint between some risk indicators remaining unchanged despite being rated lower than previously.
- In response to a question from a Member, the Open Spaces Business Manager confirmed that reputational risk had been factored into overall risk assessments.
- In response to a question from a Member, the Open Spaces Business Manager noted that the full risk register would be brought to this Committee twice each year, that the Open Spaces & City Gardens Committee would receive quarterly updates as part of the business plan reporting and that exceptional risks would be brought to the attention of the Committee as and when they arose.
- In response to a question from a Member, the Superintendent replied that he had appointed planning consultants to monitor planning applications both adjacent to the Heath and covering a wider area where

any applications would have an impact i.e. on strategic views. Outcomes of any planning risks identified would be reported to the Committee at each meeting.

**RESOLVED**, that Members

- Note the Risk Scoring Grid;
- Note the Departmental Risk Register;
- Approve the Hampstead Heath, Highgate Wood and Queen's Park Risk Register.

10. **SUPERINTENDENT'S UPDATE**

The Superintendent was heard regarding Hampstead Heath matters and the following points were made.

**Management Plan Engagement**

The Superintendent thanked the Deputy Chairman for her role in the recent public vision workshops. A report would be submitted to the Hampstead Heath Consultative Committee in July 2017 and then the Hampstead Heath, Highgate Wood and Queen's Park Committee meeting in September 2017.

**Cross-Country Running**

The Superintendent noted that the dry spring weather meant that the ground was not overly damaged by the recent cross-country events.

**Benches**

The Superintendent noted that Members would be updated further once proposals had been put to the Hampstead Heath Consultative Committee for comment.

**Planning**

Water House, Millfield Lane

The planning appeal had been withdrawn and the property sold. The new owner was proposing disabled access on the ground floor and had been actively engaging with the local community through holding an open day on 18 May 2017, and was willing to invite the Hampstead Heath Consultative Committee on a visit to the property. The Superintendent noted that his main concerns were over the health of veteran trees on Millfield Lane that would be affected by any construction traffic.

Land Adjacent to Jack Straws Castle North End Way

A planning application had been received to which the City would object due to the impact on views from the Heath plus the loss of local car parking.

Barnet Planning Brief re Bus Station

The planning brief included a proposal for a tall building. The deadline for responses was 25 May 2017.

**Drones**

In response to a comment from a Member regarding drones, the Superintendent noted that it was difficult to enforce against drones provided they did not include surveillance equipment. A report would be submitted to the July 2017 committee meeting. The Superintendent agreed to circulate the draft guidance to Members outside of the meeting. A Member noted that English Heritage operated a zero tolerance policy of no drones.

### **Cycles Routes**

A Member noted that the Heath and Hampstead Society would not welcome any further cycle routes on the Heath.

### **Constabulary**

The Constabulary & Queen's Park Manager noted that eight enforcement cases were pending decision by a magistrate.

## **11. HAMPSTEAD HEATH AND HIGHGATE WOOD CAFÉS LEASE OPTIONS APPRAISAL**

Members considered a report of the Superintendent of Hampstead Heath regarding the Hampstead Heath and Highgate Wood Café Lease Options Appraisal. The Superintendent noted that the proposed option regarding jointly monitoring performance was outlined in paragraph 8 rather than 7 as detailed in the report recommendations. The following points were made.

- A Member expressed concern over the likelihood that the leases would come up for renewal around the time of the next City elections in 2021. The Chairman responded that the discussions to date, including those of the Café Working Party, had been conducted in public. Therefore transparency was not an issue and would unlikely be an issue during City elections. Moreover, as noted by the Deputy Chairman, any renegotiation of leases would be conducted well in advance of the election period.
- In response to questions, the Superintendent noted that the joint monitoring process would include two representatives from the Café Working Party – with the Working Party being able to nominate those two representatives on a rolling basis.

**RESOLVED**, that Members,

- Note the outcomes of the public engagement and consultation undertaken and the role of the Café Working Party;
- Note the view of the Hampstead Heath Consultative Committee and Highgate Wood Joint Consultative Committee;
- Agree the Service Standards and Performance Indicators as detailed in Appendix 2;
- Agree the proposed option regarding the leases as detailed in paragraphs 15 and 18.

## **12. PARLIAMENT HILL FIELDS LIDO CAFÉ - LEASE AWARD REPORT**

Members considered a report of the Superintendent of Hampstead Heath regarding the Parliament Hill Fields Lido Café lease award. In response to a question, the Superintendent confirmed there was no rent free period.

**RESOLVED**, that Members

- Note the results of the tender process outlined in appendix 1;
- Approve the award of a lease for catering services at the Parliament Hill Lido Café to company C (identified in the non-public appendix) starting on 16 May for a period of 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 one month's written notice.

**13. GOLDERS HILL PARK ZOO VISION & COLLECTION PLAN**

Members considered a report of the Superintendent of Hampstead Heath regarding the Golders Hill Park Zoo Vision and Collection Plan.

**RESOLVED**, that Members approve the Golders Hill Park Zoo Vision and the key themes of the 'Wildlife in Britain' Collection Plan.

**14. MODEL BOATING POND ISLAND - OPTIONS APPRAISAL**

Members considered a report of the Superintendent of Hampstead Heath regarding the Model Boating Pond Island – Options Appraisal and the following points were made.

- The Superintendent noted that the petition for the island to be managed as a refuge for swans free from public access had reached 5464 signatures but had not yet been formally submitted.
- The dry Spring weather had slowed down recovery of vegetation at the Model Boating Pond island.
- In response to a question, the Superintendent replied that the main objective of the land in question was to protect trees – but that the causeway was intended for public access once the ground had been given an opportunity to recover. There was also the possibility that the land be used by anglers – all of which could be discussed when the Committee visited the land in question on its next walk.

**RESOLVED**, that Members

- Note the options outlined within the report.
- Note that it was the majority view of the Hampstead Heath Consultative Committee that the island be managed as a refuge for birds free from public access.

- Approve that the island remains closed to the public during the restoration period and until a final decision is taken on its use at the July 2018 meeting of this Committee.

15. **MANAGEMENT OF THE HIGHGATE AND HAMPSTEAD PONDS**

Members considered a report of the Superintendent of Hampstead Heath regarding the management of the Highgate and Hampstead Ponds. The Superintendent noted that there were still some issues for staff to address including further de-silting of the ponds. A Member placed on record thanks to Heath staff for their quick response to a dog attack on swans on the ponds. The Superintendent concluded by noting the management plan would come back to Members for final decision in due course, and that comments were therefore welcome outside of the meeting.

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

The Hampstead Heath Education Programme Progress Reports for the period January-March 2017 were received.

17. **SUPERINTENDENT'S UPDATE**

The Superintendent was heard on Highgate Wood and Queen's Park matters, noting that Queen's Park was due a 'mystery shop' visit by Green Flag Judges in July 2017.

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

There were no questions.

19. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT  
City of London Charities Pool Survey**

The Chairman noted that she would be completing and submitting a survey on the management of the City of London Charities Pool, which included some funds from the Hampstead Heath Trust Fund.

**West Heath**

The Chairman made clear that, in light of recent incidents, two Heath members of staff were responsible for cleaning up detritus associated with the use of West Heath as a Public Sex Environment and that issues arising would be discussed at the forthcoming working group meeting on 23 May 2017.

**Communications**

The Chairman requested that the Communications Team look at ways to improve the timely communication of events on the Heath among City Members, staff, and the general public – including if possible inclusion in the City's morning briefing.

20. **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 of business on the grounds they involve the likely disclosure of exempt information as defined in Part I of Schedule 12A of the Act.

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

The non-public appendix relating to Item 12 [Parliament Hill Fields Lido Café – Lease Award Report] was received.

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

There were no questions.

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

There was no other business.

**The meeting ended at 3.48 pm**

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Chairman

**Contact Officer: Alistair MacLellan**  
**[alistair.maclellan@cityoflondon.gov.uk](mailto:alistair.maclellan@cityoflondon.gov.uk)**

## HIGHGATE WOOD CONSULTATIVE GROUP Wednesday, 31 May 2017

Minutes of the meeting of the Highgate Wood Consultative Group held at Highgate Wood Offices, Highgate Wood, Muswell Hill Road, N10 3JN on Wednesday, 31 May 2017 at 12.00 pm

### Present

#### Members:

Karina Dostalova (Chairman)  
Anne Fairweather (Deputy Chairman)  
Stephanie Beer  
Marguerite Clark  
Councillor Gail Engert  
Councillor Bob Hare  
Jan Brooker  
Lucy Roots  
Alison Watson  
Michael Hammerson

#### Officers:

Jonathan Meares  
Richard Gentry

Highgate Wood & Conservation Manager  
Constabulary and Queen's Park Manager

#### 1. APOLOGIES

Apologies were received from Deputy John Tomlinson, Peter Corley (Tree Trust for Haringey) and Bob Warnock, Superintendent of Hampstead Heath.

#### 2. DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA

There were no declarations.

#### 3. APPOINTMENT OF THE HIGHGATE WOOD CONSULTATIVE GROUP

Members noted a report of the Town Clerk detailing the appointment of the Consultative Group.

The Chairman noted that John Barker, a longstanding Member of the Grand Committee, had recently passed away.

#### 4. MINUTES

The minutes of the meeting held on 9 November 2016 were approved as a correct record.

#### Matters Arising

##### Planning – Water House

A Member noted that the appeal concerning the Water House development had been dropped and the house subsequently sold. The Highgate Wood &

Conservation Manager noted that he had met the new owner, who had been sympathetic to the issues around the site. Members noted that the Hampstead Heath Consultative Committee had been invited to visit the site.

### **Hedgehogs**

The Highgate Wood & Conservation Manager noted that a survey in early 2017 had produced no evidence of a significant population in the Wood.

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

Members considered an update report of the Superintendent of Hampstead Heath regarding Highgate Wood and the following points were made.

### **Working Arrangements**

The Highgate Wood & Conservation Manager noted that new closing times were working well, in that there had been few complaints and the new routines were easier for staff members.

### **Roman Kiln Project**

The Highgate Wood & Conservation Manager noted that the Comptroller and City Solicitor was reviewing the issues around the role of a charity governing the kiln. In response to a question, the Town Clerk replied that Catherine West, the local parliamentary candidate, had attended the Roman Kiln item on that morning's walk in a private capacity and had been advised that the visit was not to be used for party political purposes.

### **Sustainability**

The Highgate Wood & Conservation Manager noted that new boilers had been installed in the Wood.

### **Conservation**

The Highgate Wood & Conservation Manager noted that Storm Doris had caused some damage to the Wood, He further reported that work had been conducted on the 2017 Conservation Area between December 2016 - March 2017, which had involved some excellent examples of joint working with colleagues and volunteers across the North London Open Spaces Division. The Highgate Wood & Conservation Manager agreed to note a Member's suggestion that a resistivity survey be conducted in the 2017 Conservation Area.

### **Squirrel Traps**

The Highgate Wood & Conservation Manager noted that these had been installed at a cost of £60 each and had captured 20 thus far. The reduction in grey squirrel population would help prevent bark stripping of trees such as hornbeam in the Wood. The Director of Open Spaces noted that the Prince of Wales had set up a House of Lords Group to monitor the control of grey squirrels. The Town Clerk agreed to circulate a weblink on the initiative to the Group outside of the meeting.

### **Volunteer Activity**



The Highgate Wood & Conservation Manager noted that the Wood benefited from a very committed group of volunteers, whose work on the bluebell area had been particularly welcome.

### **Oak Decline and Oak Regeneration**

The Highgate Wood & Conservation Manager noted that this work was ongoing and would be included in the new Woodland Management Plan.

### **Tree Disease and Biosecurity Issues**

The Highgate Wood & Conservation Manager reported that Oak Processionary Moth (OPM) had been detected in Queen's Wood and was expected to arrive in Highgate Wood during Summer 2017. In response to a question, he replied that spraying against OPM was intensive and involved spraying a 50m radius from the location of the OPM nests.

The Director of Open Spaces noted that he chaired the National Oak Processionary Moth Group. It had been reported all across London since it first appeared in Richmond in 2007. Containment measures had ensured the spread of OPM had slowed. Other countries such as Germany had attempted to control the spread through using aerial spray. In response to a comment regarding the public health risk, the Director of Open Spaces agreed to review whether EpiPens could be made available at sites where OPM had been identified.

### **Sport and Recreation**

The Highgate Wood & Conservation Manager noted that the football teams using the Wood had been reimbursed for the fees paid for the changing rooms that had faulty showers.

### **Pavilion Café**

The Highgate Wood & Conservation Manager noted that a three year lease had been granted to the current operators by the Hampstead Heath, Highgate Wood and Queen's Park Committee at its meeting on 15 May 2017.

### **Community and Events**

The Highgate Wood & Conservation Manager noted that the winter programme of walks and licenced education activities had been well attended and had resulted in an income of £11,000. A decision had been made to maintain future programmes at the same level as any increase would have an impact on staff capacity and the woodland environment. In response to a question, he agreed to provide a report at a future meeting on average attendee numbers, fees, and rules on attendance.

In response to a comment from a Member on the use of the Wood by school children, the Highgate Wood & Conservation Manager noted that it was a challenge to encourage local schools to engage with the Wood. The Queen's Park & Constabulary Manager noted this was a similar issue affecting Queen's Park. The Chairman added that the Hampstead Heath Sports Advisory Group had reported that school budgets appeared to be having an impact on the use of open spaces such as the Heath, and committed to raising the issue at the

next meeting of the Hampstead Heath, Highgate Wood and Queen's Park Committee.

### **Infrastructure and Buildings**

The Highgate Wood & Conservation Manager noted that the electric gates at the Onslow Entrance were now operational.

#### **6. OPEN SPACES & HERITAGE BUSINESS PLAN 2017/18**

Members discussed a report of the Director of Open Spaces on the Open Spaces & Heritage Business Plan 2017/18 and the following points were made.

- In response to a question, the Director of Open Spaces confirmed that his Department had a lot of survey data which gave him confidence that the plan covered all of the open spaces assets managed by the City of London Corporation.
- In response to a question, the Director of Open Spaces replied that an overarching customer satisfaction survey had not been conducted recently but some specific surveys had been conducted i.e. on cafes.
- In response to a question, the Director of Open Spaces agreed that the use of 'outcomes' and 'outputs' was potentially confusing and agreed to review the language used in the plan.

#### **7. QUESTIONS**

There were no questions.

#### **8. ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT Timings and venues of meetings**

In response to a question from the Chairman, Members agreed to hold both of their annual meetings at the Wood, and to commence the walk at 4.00pm followed by a meeting at 6.00pm with afternoon tea.

#### **9. DATE OF NEXT MEETING**

Members noted the next meeting would be at the Wood on 1 November 2017 at 6.00pm, preceded by a walk at 4.00pm.

**The meeting ended at 1.23 pm**

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Chairman

**Contact Officer: Alistair MacLellan / [alistair.maclellan@cityoflondon.gov.uk](mailto:alistair.maclellan@cityoflondon.gov.uk)**

## QUEEN'S PARK CONSULTATIVE GROUP Wednesday, 14 June 2017

Minutes of the meeting of the Queen's Park Consultative Group held at Park Manager's Office, Queen's Park, London NW6 on Wednesday, 14 June 2017 at 12.00 pm

### Present

#### Members:

Karina Dostalova (Chairman)  
Anne Fairweather (Deputy Chairman)  
Ruby Sayed  
Virginia Bonham Carter  
John Blandy  
Giovanna Torrico  
Vicky Zentner

#### Officers:

Bose Kayode	- Town Clerk's Department
Alistair MacLellan	- Town Clerk's Department
Richard Gentry	- Constabulary and Queen's Park Manager
Bob Warnock	- Superintendent of Hampstead Heath

#### 1. APOLOGIES

Apologies for absence were received from Councillor James Denselow (London Borough of Brent), Councillor Eleanor Southwood (London Borough of Brent) and Councillor Neil Nerva (London Borough of Brent).

#### 2. DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA

There were no declarations.

#### 3. MINUTES

The minutes of the meeting held on 16 January 2017 were approved and agreed by the committee as an accurate record.

**RESOLVED** – That the public minutes of the meeting held on 16 January 2017 be approved.

#### 4. SUPERINTENDENT'S UPDATE - JUNE 2017

The group received a report of the Superintendent of Hampstead Heath that provided an update since November 2016 on management and operational activities including; operational working arrangements, income generation, sustainability, conservation, infrastructure and facilities

Developments to date:

Members were informed of developments within the Park to date and noted the following;

- Last year, the Park received a Green Flag Award. The Park was 'mystery shopped' this year. The outcome will be announced on the 18 July 2017.
- The Park is hoping to maintain its London in Bloom Gold Award.

#### Junior Park Run:

The 'Junior Parkrun' which started in January 2017 has to date seen up to 100 children taking part in the event each Sunday morning. The event is a great way in which children are able to get involved in sports and fitness. Members queried whether any money was raised from the 'Junior Parkrun'. However, they were informed that this was not the case as the event was funded through sponsorship and runners are not charged to participate in the run. There will however, be a local fun run which has been organised by the Ark Franklin School in which any monies raised would go towards projects at the school.

#### Tennis Courts:

There had been an increase in the number of individuals using the tennis courts. The intake on the summer tennis coaching was high and had been well received. The introduction of 'ClubSpark' (a bespoke online booking system) had seen a 17% increase in its use. In addition, the introduction of the new system has also had an impact in reducing the amount of time being spent by staff members booking individuals onto the tennis courts, allowing them to focus their time elsewhere in the Park on other duties.

There is additional work required to maintain the tennis courts. It is anticipated that works will begin during the winter months. Courts will be painted in early spring and members were also informed that courts 5 and 6 required repair. Members suggested looking at funding options provided by the Wembley National Stadium Trust to ascertain whether the Park was able to secure any funding towards sporting events.

#### Donation Box:

It was noted that there is currently a donation box within the farm area which generates approximately £2k per annum. Members discussed the implementation of a donation box to be situated near the paddling pool area. The area is highly popular and widely used during its opening months of May – September. Access is free and there is a member of staff present at all times. The paddling pool area has had a number of updates in the past, with additional works due to be conducted later on in the year. It was considered that the implementation of an interactive donation box would not only be informative and act as a means of providing education to users about the Park, but it could also entice further giving. Suggestions for the interactive donation box could also include information on how donated monies are used to

contribute to the upkeep of the Park and to improve park services. Members asked that consideration be given to the implementation of donation boxes across other Parks within the City.

Information Sharing:

Members further discussed methods in which information relating to the Park is shared and communicated to users. A number of suggestions included information being shared on the Park website, via an app designed for the Park, notice boards around the café area, posters, and bite size information located around the Park. Further, it was noted that the way in which information is shared would be dependent on the content of information.

**RESOLVED – That:-**

- (a) Members noted the dates and times of the Queen’s Park Bandstand events in the summer. Bookings for the Bandstand continued for parties and that any monies generated would be reinvested back in to the Park.
- (b) The implementation of an interactive donation box to be researched and installed near the paddling pool area.
- (c) The Division’s Communication Officer to consider methods in which information is delivered and widely communicated to Park users.

**5. PLAY AREA TOILETS - ADDITION OF A TOILET**

The group received a report of the Superintendent of Hampstead Heath that provided an update on a scoping exercise which had been carried out for the development of an additional public toilet to be provided at the Children’s Sand Pit. It was noted that the additional single dwelling toilet would give access from one side only, contain a combined adult and child’s toilet, would be accessible for wheelchair users, and would contain a baby changing table.

Members were referred to the three proposals provided by the City Surveyor and noted that the preferred option was option three which included the installation of a disabled toilet and additional child’s WC, (retaining the service hallway) connected to the existing external wall.

Members queried the proposed costings for the project and discussed whether it was a feasible cost given that the development involved a relatively small building. Members also queried the comparative cost of rebuilding the toilet as a whole unit as opposed to adding an extension onto the existing building. There were no comparative figures available. Members were informed of the difficulties in knocking down the existing toilets, particularly as the building as it stands is adequate, maintained and fit for purpose. In addition, Members were informed that the costings presented, represented a ‘general’ proposed figure and not a final costing of the works to be carried out.

It was considered that the addition of a single toilet unit in the play area is a priority. Possible additional work could be completed as part of a long term agenda and could include the introduction of hygienic work surfaces and upgrades to the interior design and functionality of the toilets. In addition,

Members were informed that a sum in the region of £8k was allocated to the Park through the Cyclical Works Programme for renovations of the toilets which would be put towards the yearly upkeep of the facility.

Whilst Members noted that there could be increased demand on the single additional toilet, it agreed with the proposal for the development of a disabled toilet (including baby changing facilities) accessible from the Sand Pit, and an additional children's toilet (proposal 3).

There was also discussion around the implementation of a Living Wall (or similar) on the exterior walls of the play area toilets. However, there were no definitive plans as of yet as further research is required.

**RESOLVED** – That:-

- (a) The report outlining the design proposal be noted.
- (b) Members agreed with the proposal for a disabled toilet and additional child's WC, (retaining the storage hallway) connected to the existing external.
- (c) The front doors leading into the toilets to be painted in a shade of green.
- (d) A Landscape Architect to look into the proposal of having a Living Wall (or similar) on the exterior walls of the play area toilets before any final decisions are made.
- (e) Queries to be made with the Accessibility Group to enquire as to the possibility of funding sources to contribute towards the addition of the accessible toilet.
- (f) The Division's Tree Officer reviews the location of the proposed building in relation to the root protection areas of the adjacent trees.

**6. QUEEN'S PARK CAFÉ - OPTIONS APPRAISAL**

The group received a report of the Superintendent of Hampstead Heath that informed members of the engagement and consultation exercise which took place in relation to the café provision at Queen's Park, which has now been completed.

Members were informed that a total of 391 responses were received and the feedback suggested that the café is valued as a community hub and an important asset in the Park. The quality and cost of food, along with the ambience were factors that were considered important by the public.

Members were asked to confirm the recommendation that the City of London Corporation commence a new tender for the lease of the café.

Members queried the three year term set for the lease and stated that this could deter some businesses from wanting to sign up for a lease due to the short period. It was suggested that an incentive be introduced which could act as a way to entice particular businesses to signing a lease for a period of three years. Further, Members asked whether some form of guarantee could be given to business owners which could again act as a way to entice new businesses to sign a three year lease. Members were informed that whilst no

guarantees could be given, there will be the introduction of a business performance process where customer reviews would be sought.

**RESOLVED** – That:-

- (a) Members agreed with the proposal and recommend that a new tender process for the lease of the Queen’s Park Café be initiated.

**7. OPEN SPACES & HERITAGE BUSINESS PLAN 2017/18**

The group received a report of the Director of Open Spaces that reflected the broader range of activity under the heading “Open Spaces & Heritage”. The proposed Business Plan reflects the changes being made Corporately to Business Planning, with particular focus on outcomes.

Members were informed of the significant activity taking place within the City and noted that there were clear set objectives for each Department. In addition, the report included details on how the aims and objectives were being met.

Members noted that the London Borough of Brent was going through a period of regeneration. It was asked whether the Corporation had been in communication with Brent regarding the potential impact and increase in visitor numbers at Queen’s Park as a result of the regeneration and for any thoughts as to how to move forward. Members were informed that whilst no general discussions had taken place with Brent, comments had been made in relation to planning that could impact upon parks and open spaces within the Borough.

**RESOLVED** – That:-

- (a) The Superintendent would consider the implications for Queen’s Park in relation to the South Kilburn Regeneration Scheme.

**8. QUEEN'S PARK FARM REVITALISATION PROJECT**

The group received a report of the Superintendent of Hampstead Heath that provided a draft vision to revitalise the children’s farm to promote greater public engagement.

Details of the project included a larger, more visually pleasing, entrance and user friendly farm with integrated and focused educational information. In addition, Members were informed that the re-development would allow for an increase in chickens, rabbits, turkeys and miniature sheep and would include additional space allocated to animal housing. It is anticipated that the project would benefit local school groups and members of the local community who visit the farm.

The design and the layout of the re-development were discussed. Members were informed that the proposal is for the development to replicate a figure eight which should aid in increasing traffic flow, donations and provide scope for increased community group and school visits.

Members queried whether a visitor shelter would be included in the project. It was noted that were there scope for a visitor shelter to be included in the expansion, one could be considered.

In addition, Members asked whether consideration could be given to the inclusion of bramble and blackberries when the new hedge is planted alongside the inclusion of perspex windows to allow the public to see inside the enclosures from the Park. Members were informed that the seating area outside the enclosure facing into the Park would also be maintained.

Further queries included the use of the existing pathways and whether they could be incorporated into the plans. It was noted that it may not be possible for the paths to be incorporated within the project due to the new design of the farm.

**RESOLVED** – That:-

- (a) Members noted the report and commended the vision and framework of the development.
- (b) Members noted the visualisation proposal and supported proposal B.
- (c) A detailed outline and costings of the proposal to be provided to Members at the next Queen's Park Farm Revitalisation project report.

**9. QUESTIONS**

Members asked whether future reports of the Superintendent of Hampstead Heath could include a breakdown of revenue generated within the Park. It was also asked whether future reports could include information on other services which could be introduced to the Park as a potential source of income.

**RESOLVED** – That:-

- (a) Future reports of the Superintendent of Hampstead Heath include a detailed breakdown of revenue generated within the Park and details of other possible avenues of revenue.

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

The Chairman sought views from Members as to altering the timings of future meetings to start later in the day and for the venue of the meetings to take place on site at the Park as opposed to taking place at the Guildhall.

Details of the proposal were outlined. It was suggested that the meeting scheduled to take place on 1 November 2017 take place on site at the Park with a suggested start time of 14:00. This would include an initial walk of the Park followed by the meeting at 15:00 and afternoon tea from 16:00.

**RESOLVED** – That:-

- (a) Future meetings of Queens Park Consultative Group are held at 14:00 on site at the Park and are to be followed by the meeting and afternoon tea.



**11. DATE OF NEXT MEETING**

The date of the next was noted to be 1 November 2017.

**The meeting ended at 1.40 am**

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Chairman

**Contact Officer: Bose Kayode  
bose.kayode@cityoflondon.gov.uk**

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## HAMPSTEAD HEATH CONSULTATIVE COMMITTEE Monday, 19 June 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, 19 June 2017 at 7.00 pm

### Present

#### Members:

Karina Dostalova (Chairman)  
Anne Fairweather (Deputy Chairman)  
Bradfield  
Braverman  
John Etheridge  
Colin Gregory  
Michael Hammerson  
Dr Gaye Henson  
Helen Payne  
Thomas Radice  
Susan Rose  
Ellin Stein  
Richard Sumray  
Simon Taylor (Hampstead Rugby Club)

#### Observing:

Carol Dukes (in place of Ray Booth)  
Stewart Purvis (in place of Ellen Solomons)

#### Officers:

Bob Warnock	- Superintendent of Hampstead Heath
Declan Gallagher	- Operational Services Manager
Lucy Gannon	- Projects and Management Support Officer
Richard Gentry	- Constabulary and Queen's Park Manager
Paul Maskell	- Leisure and Events Manager
Richard Litherland	- City Surveyor's Department
Alistair MacLellan	- Town Clerk's Department

#### 1. APOLOGIES

Apologies were received from Ray Booth (Barnet Mencap), Nigel Ley (Open Spaces Society) Harunur Rashid (BAME representative) Steve Ripley (Ramblers' Association), Ellen Solomons (Vale of Health), David Walton (Representative of Clubs using the Heath) and John Weston (Hampstead Conservation Area Advisory Committee).

The Chairman introduced herself, noting that the previous Chairman, Virginia Rounding, had not been returned following the recent City Elections. Members

of the Committee expressed their thanks for the contribution Virginia Rounding had made to the management of Hampstead Heath.

The Town Clerk noted that Joanne Mould (London Wildlife Trust) had retired from the Committee and a replacement would be appointed in due course.

The Town Clerk further noted that Caroline Dukes was in attendance in the place of Ray Booth, and Stewart Purvis was in attendance in the place of Ellen Solomons.

2. **DECLARATIONS BY MEMBERS OF ANY PERSONAL AND PREJUDICIAL INTERESTS IN RESPECT OF ITEMS ON THIS AGENDA**

There were no declarations.

3. **MINUTES**

The minutes of the meeting held on 13 March 2017 were approved as a correct record subject to the following amendment.

***Item 7 – Model Boating Pond Options Appraisal***

*The Marylebone Bird Watching Society supported Option 2 (creating a sanctuary) as the aim of the organisation was to protect birds.*

Be amended to,

***Item 7 – Model Boating Pond Options Appraisal***

*The Marylebone Bird Watching Society supported Option 2 (creating a sanctuary) as the option was in line with the aims of the organisation, namely the protection of birds and the promotion of their habitat.*

**Matters Arising**

**Heath Hands Summary Report**

The Chairman noted that it was Dan Braverman's (Heath Hands) last meeting. She expressed thanks on behalf of the Committee for the excellent contribution he had made to Heath Hands and voluntary work on Hampstead Heath, and invited him to provide a further update on the work of the Hands.

Mr Braverman noted that the total number of hours contributed by volunteers had been 11,424 over 488 volunteer sessions. He added that progress had been made in converting Heath Hands into a Charitable Incorporated Organisation and registered charity, with the application to the Charity Commission being approved.

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

Members received the minutes of the Sports Advisory Forum meeting held on 22 May 2017 and the following points were made.

- A Member (Sports Advisory Forum) noted that the Night of the 10,000m had been a huge success, with attendance including a number of famous names from the athletics world. Moreover, the Forum had considered the Cross-Country pilot on the Heath Extension and wished

to express its support to the event becoming an annual fixture on the Heath.

- A Member (Hampstead Rugby Club) requested that the Rugby Club be given advance notice of dates that would affect their fixtures list.
- A Member (Hampstead Garden Suburb Residents' Association) noted that his organisation supported the Cross-Country event provided the featured age groups did not change.

**5. CYCLICAL WORKS PROGRAMME BID 2018/19**

Members considered a report of the City Surveyor regarding the Cyclical Works Programme Bid 2018/19 and the following points were made.

- The City Surveyor noted that Appendix A detailed the works that were going to be submitted to the Hampstead Heath, Highgate Wood and Queen's Park Committee for approval.
- In response to a question, the City Surveyor noted that the term 'bow wave' was an acknowledgement that the City of London Corporation faced a backlog of funding for cyclical works, hence the inclusion of desirable works as Appendix B. Works on Appendix B would move to Appendix A in future years once the work became necessary.
- In response to a question, the City Surveyor noted that the relatively small allocation of funds for a drainage survey was due to the fact only small parts of the Heath were surveyed each year.
- In response to a question, the City Surveyor noted that pond desilting referred to works to ponds across the Heath and the funds would be prioritised in relation to ecology and water quality. Works are being progressed in relation to the Hampstead Number 2 Pond and the Mixed Bathing Pond which will be funded from the current Cyclical Works Programme.
- In response to a question, the City Surveyor noted that £133,000 for works to public toilets was a best estimate.
- In response to a question, the Operational Services Manager confirmed that spending on the Golders Hill Park Zoo was in line with medium to long term ambitions for the Zoo.

**6. OPEN SPACES & HERITAGE BUSINESS PLAN 2017/18**

Members considered a report of the Director of Open Spaces regarding the Open Spaces & Heritage Business Plan 2017/18 and the following points were made.

- The Superintendent noted that Members had seen previous iterations of the Business Plan at their January and March meetings.

- In response to a question, the Superintendent noted that the Business Plan was linked to the Heath Management Plan by Key Actions outlined within the report.
- In response to a question, the Superintendent noted that the Open Spaces Bill was relevant to the Heath given it would have an impact on the City's ability to lease property, licence events and commercial activities and enable the issuing of Fixed Penalty Notices.
- In response to a question, the Superintendent noted that the objective to develop volunteering across all City of London Open Spaces reflected the desire to broaden engagement with the general public and potential volunteers.
- In response to a question, the Superintendent noted that the delivery of education across the Open Spaces had been centralised and that a bid to secure funding over the long term would be considered by the City's Policy and Resources Committee shortly.
- In response to a question, the Superintendent noted that it was a longer term objective for greater synergies between the Heath and Keats House to be realised. The City's Open Spaces Department had only recently in February 2017 taken over responsibility for this aspect of the City's heritage portfolio and therefore it had not been possible to identify the full scope of potential synergies in this iteration of the Business Plan.
- A Member commented in relation to Keats House that John Keats had met Samuel Taylor Coleridge on Merton Lane, and that this could be factored into any heritage walks on the Heath in future.
- A Member commented that any heritage materials drawn up following the Open Spaces & Heritage merger could provide background to why the Heath had been 'saved' by the Hampstead Heath Act 1871 and the history behind the various structures on the Heath.

## 7. **SUPERINTENDENT'S UPDATE**

Members considered the Superintendent's update report and the following points were made.

### **Management Plan Engagement**

- The Superintendent noted that the engagement exercise finished that evening and that 1,200 responses had been received to date. Once the exercise finished, an analysis of responses from the workshops, pop-up stands, online submissions and the further 17 July meeting of the Hampstead Heath Consultative Committee would be carried out.

### **Cycling**

- The Superintendent noted that the Highgate Wood and Conservation Manager had been tasked with developing the specification for the shared use paths for cyclists and pedestrians. A working group of stakeholders would be formed to consider proposals and would hold its first meeting in September 2017.

### **Cafes**

- The Superintendent noted that the Lido Café was performing well under its new operators and had served around 2,800 swimmers the previous Sunday. In response to a question, he replied that there had been a couple of incidents at the Lido facility that had required the involvement of the Hampstead Heath Constabulary but none that had required the involvement of the Metropolitan Police.

### **Eruv**

- The Superintendent noted that he would welcome the views of Members on the proposed Eruv. He noted that the applicant had liaised with The London Borough of Haringey and was confident that the wires could be deployed along street lamps. Overall no new infrastructure was needed on the Heath in the Haringey area to support the deployment of an Eruv – it would simply join the boundary wall at the Kenwood Nursery. It would require one 4 metre pole in the Camden area. Members supported the proposal and raised no objections.

### **Planning**

- The Superintendent noted that he and representatives from the Heath & Hampstead Society would be meeting Camden Planning Officers regarding the Jack Straws Castle application during the week commencing 26 June 2017.
- The Superintendent noted that the London Borough of Barnet had acknowledged the City's objection to the Golders Green Station Planning Brief, and that Barnet accepted the number of objections received meant the Brief would require a number of revisions.
- A Member noted that a fresh application had been submitted for 42 Hampstead Lane.
- In response to a question the Superintendent replied that he had visited the Water House and the new applicant was willing to listen to the City's concerns. The Superintendent emphasised that priorities for the City were the Construction Management Plan and the affect construction traffic would have on trees and public access along Millfield Lane. A Member (London Council for Sport and Recreation) suggested the applicants approach to dealing with the new Water House planning application could be used as an exemplar for developers proposing works adjacent to the Heath.

## **Hampstead Heath Ponds Project**

- In response to a question, the Superintendent replied that the archaeological report had been due in May 2017, and so he would contact the Museum of London Archaeological Service to request that it be made available as soon as possible.
- The Superintendent noted that the project had won the Institute of Civil Engineers London Civil Engineering Award for Community Benefit in May 2017.

## **Oak Processionary Moth**

- The Superintendent noted that Heath staff continued to discover nests on the Heath and Members would be updated further on a regular basis. Nests situated in busy areas of the Heath would be fenced off.

## **Drones**

Members discussed a tabled version of proposed guidance regarding the use of drones on the Heath.

- Two members noted that the guidance simply stated the law, not the policy of the City of London Corporation regarding the use of drones on the Heath. It was noted that English Heritage had adopted a zero tolerance policy regarding drones on their sites.
- The Superintendent noted that the use of drones was governed in law by Air Navigation Orders (ANOs). The Royal Parks manage drone flying through Park Regulations. Many bodies that had banned drones had no ability to enforce those bans using ANOs.
- The Constabulary and Queen's Park Manager noted that his team had dealt with c. 30 drone incidents during the period April 2016-March 2017. Drone incidents were ultimately enforced by the Metropolitan Police on behalf of the Civil Aviation Authority.
- In response to a question, the Constabulary and Queen's Park Manager noted that the policing of drones under anti-nuisance byelaws had been considered by judged unworkable in practice.
- The Superintendent confirmed that the guidance dealt with the issue of commercial filming using drones.
- A Member suggested that the guidance should explicitly reference guidance from the Civil Aviation Authority.



- The Superintendent confirmed that it would be possible to apply for an additional byelaw in relation to Model Aircraft and Drones and this should be considered in the future.
- The Superintendent noted that the comments of Members would be factored into the guidance and once the Management Committee have had the opportunity to consider the guidance, the document will be made public and reviewed after 12 months. Regular updates would be provided to Members in the meantime.

**8. EAST HEATH CAR PARK RESURFACING**

Members considered a report of the Superintendent of Hampstead Heath regarding East Heath Car Park Resurfacing, and supported Option 2 – Asphalt and Chip Finish.

**9. ANNUAL REPORT ON HAMPSTEAD HEATH CONSTABULARY FOR THE PERIOD 1 APRIL 2016 TO 31 MARCH 2017**

Members considered an annual report of the Superintendent of Hampstead Heath regarding the Hampstead Heath Constabulary and the following points were made.

- In response to a question, the Constabulary and Queen’s Park Manager replied that robberies involving mopeds was extremely rare on the Heath, and moreover the use of mopeds was contrary to the Heath byelaws.
- In response to a question, the Superintendent noted that naturism on the Heath was contrary to Heath byelaws.
- In response to a question, the Leisure and Events Manager replied that the Moscow State Circus have been issued a licence to use the Fairground site in late September. This circus doesn’t involve animals.

**10. HAMPSTEAD HEATH PONDS PROJECT - EDUCATION PROJECT PROGRESS REPORTS**

Members considered progress reports for the Hampstead Heath Ponds Project Education Project. The Superintendent noted that further funding was being sought from the City’s Policy and Resources Committee to continue the project which, if unsuccessful, would mean the project would conclude in October 2017.

**11. QUESTIONS**

**Harry Hallows**

A Member (Highgate Society) referenced the recent release of a film based on Harry Hallows and requested an update on the status of the land that had belonged to Harry. The Superintendent replied that the land was now held in trust by two charities, which had appointed a Surveyor to provide them with advice. He noted that the City had suggested Harry’s land be transferred to the Heath, on the understanding that the City respect the wishes of Harry who

wanted an orchard ('Harry's Orchard') to be established on the plot. Ultimately the decision on the future of the land was one for the two charities.

12. **ANY OTHER BUSINESS THAT THE CHAIRMAN CONSIDERS URGENT**  
**BBC Countryfile One Man and His Dog**

The Leisure and Events Manager noted that it was proposed that the BBC Countryfile One Man and His Dog feature on the Heath in September 2017. The event would involve one day of filming – likely a Saturday – and a few days of set up activity prior to filming. Overall the City welcomed the event given it would provide an opportunity to showcase the Heath, but it would involve a number of issues including ensuring appropriate temporary fencing was installed to safeguard the sheep, and that the event did not encroach on the Sparrows Den wildflower meadow. Members welcomed the initiative.

**Meeting Hospitality**

Members agreed that the meeting hospitality was best provided at the conclusion of each meeting rather than prior to the meeting.

13. **DATE OF NEXT MEETING**

Members noted that the next meeting would be on 17 July 2017 at 7.00pm in the Parliament Hill Conference Room.

**The meeting ended at 9.05 pm**

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Chairman

**Contact Officer: Alistair MacLellan / [alistair.maclellan@cityoflondon.gov.uk](mailto:alistair.maclellan@cityoflondon.gov.uk)**

# Agenda Item 4

<b>Committees</b>	<b>Dated:</b>
Open Spaces & City Gardens	17 July 2017
Hampstead Heath	17 July 2017
Epping Forest & Commons	3 July 2017
West Ham Park	17 July 2017
<b>Subject:</b> Open Spaces Business Plan annual report 2016/17	<b>Public</b>
<b>Report of:</b> Director of Open Spaces	<b>For Information</b>
<b>Report author:</b> Esther Sumner, Business Manager	

## Summary

2016/17 was a year of development within the department. The programme approach gathered pace and delivered a number of successes including the new learning team, sales of surplus fleet which were invested in energy efficiency and disposals of surplus lodges. Sites have done well to continue to deliver excellent services (as reflected by our high customer satisfaction) while delivering these changes. Having reflected on the last year, this report identifies a number of areas for improvement.

## Recommendation

Members are asked to note this report

## Main Report

### Background

1. The Open Spaces & City Gardens Committee approved the departmental business plan for 2016/17 in April 2016. This plan was based on:

- |                         |   |
|-------------------------|---|
| Vision                  | <ul style="list-style-type: none"><li>• Preserve and protect our world class green spaces for the benefit of our local communities and the environment</li></ul>  |
| Charitable Objectives   | <ul style="list-style-type: none"><li>• Preservation of the open spaces</li><li>• Provision for recreation and enjoyment of the public</li></ul>  |
| Departmental Objectives | <ul style="list-style-type: none"><li>• Protect and conserve the ecology, biodiversity and heritage of our sites</li><li>• Embed financial sustainability across our activities by delivering identified programmes and projects</li><li>• Enrich the lives of Londoners by providing a high quality and engaging educational and volunteering opportunities</li><li>• Improve the health and wellbeing of community through access to green space and recreation</li></ul> |

2. These objectives were to be delivered and monitored through a series of key actions and performance indicators.

### **Current Position**

3. This report includes a summary of progress against each key action in appendix 1 and the key performance indicators in appendix 2. Highlights from each site are presented in the next section. A separate report is made to the Port Health & Environmental Services Committee in respect to the Cemetery & Crematorium.
4. The Business Plan set some stretching actions to support our objectives which have been achieved. The Department continued to utilise the programmes approach which was first agreed in 2015. This approach promoted cross departmental working.
5. Learning Programme: The Learning Programme which saw the transformation of the learning services model across the department was mainstreamed as “business as usual” during the course of 16/17 having achieved a three year funding grant from the City Bridge Trust.
6. Sports Programme: A partnership arrangement was agreed with the Lawn Tennis Association to support tennis at West Ham Park and this has resulted in a substantial increase in tennis played there.
7. City of London Corporation (Open Spaces) Bill: the Bill has taken longer than first anticipated to go through Parliament, partly due to the referendum. The Bill will need to be revived for its Third Reading in the House of Commons after the 2017 General Election and may pass into law by the end of 2018.
8. Promoting our Services: Each division has considered additional income generation which has supported the Service Base Review savings. More recently the board has been focusing on the Events Policy.
9. Energy Efficiency: This programme has seen funds raised through the sale of surplus fleet and equipment invested back into renewable energy and energy saving projects, in particular solar panel installation projects at Hampstead Heath Lido and Harrow Road Changing rooms and changes to LED lighting at the Warren, Epping Forest and Parliament Hill Athletics track Hampstead Heath.
10. Fleet and Equipment Review: This programme identified surplus equipment which could be sold to support the energy efficiency programme and reduce maintenance costs. The programme has also examined the approach to fleet procurement and management, and a new policy has been agreed. Each Division is now required to produce its own Sustainable Fleet and Plant Management Plan to ensure a safe and cost effective fleet.
11. Wayleaves: A review of domestic wayleaves was successfully undertaken. for a valuation model for commercial wayleaves based on Non-Domestic Rate valuations is being piloted.
12. Lodges: Lodge reviews were carried out across the department and a number of properties were subsequently declared surplus at West Ham Park, Hampstead Heath and Epping Forest. A number of lodges (not on Open Spaces land) have generated capital receipts for the City, and two lodges at West Ham Park have been rented privately and two lodges at Epping Forest have been rented commercially..
13. Car Parks: This board supported the price reviews at Hampstead and Burnham Beeches. It has been closed down for now but should any further car park charges be introduced it will be reinstated to share best practice.

14. Cafes: A tendering process was undertaken for the cafes at Hampstead Heath, Highgate Wood and Queen's Park. Although a new operator was appointed there was significant public opposition and the operator withdrew. Following further consultation, the Hampstead Heath, Highgate Wood & Queen's Park Committee have now agreed to negotiate a new three year lease with the current operators. The Caddie House at Epping Forest has been successfully tendered.
15. Funding: This board was suspended pending new terms of reference and membership. It was re-established in May 2017.

### **Performance Indicators**

16. The Performance Indicators are attached at Appendix 2. Members will note the mixed picture. With the exception of gas consumption, energy usage has increased. This is a cause for concern both in terms of environmental impact but also in terms of utility prices. This matter will be refer to the Energy Efficiency Board to consider more fully.
17. The H&S accident investigation target has also been missed with only 62% of accidents investigated within 14 days. The Health & Safety Manager has reviewed the incidents and has noted that indicator does not recognise the difference in approaches required between simple incidents and more complex or serious ones which may legitimately take longer than 14 days, or the complication of shift patterns in conducting an investigation. He is content that that the Department takes a robust and serious approach to accident investigation. Improvements to the indicator will be considered by the Health & Safety Improvement Group.
18. Sports performance has been mixed. West Ham Park have achieved significant increases in tennis court usage following the partnership with the LTA. There has been a decrease in football at Epping which in part reflects the loss of the Football Development Officer. New booking software was introduced part way through the year it is thought this has led to some inconsistencies in reporting.
19. The learning programme has performed strongly against targets.

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

20. The construction phase of the Hampstead Heath Ponds Project was successfully completed in October 2016.
21. Formative engagement with stakeholders and local interest groups has successfully contributed to the delivery of various projects across the Division.
22. To improve visitors experience when visiting the iconic Parliament Hill view point, works have been undertaken to install new benches, realign the path and address compaction to improve the grassland. In partnership with Heath & Hampstead Society, the Parliament Hill view point sign was updated as part of the project.
23. In September Heath Hands Volunteers celebrated achieving 100,000 hours of volunteering across Hampstead Heath, Highgate Wood and the Kenwood Estate.
24. The control of Oak Processionary Moth (OPM) and Massaria continues to be a focus for the Tree Team. 20 trees across the Division had OPM nests removed, and the affected trees were sprayed this spring.
25. The Southern Counties Cross Country Championships took place in January. In May the Parliament Hill Athletics Track hosted the Highgate Harriers Night of the 10,000m. This was one of the qualifying events for the 2016 Rio Olympics, and was exceptionally well supported.

26. Community events continue to be held on Hampstead Heath, Highgate Wood and Queen's Park to promote culture, health, sport and wellbeing.
27. Highgate Wood and Queen's Park retained their Green Flag statuses for the 20<sup>th</sup> Consecutive year. They are two of only a handful of sites to have achieved a Green Flag award every year since the start of the scheme. Hampstead Heath also achieved a Green Flag for the 18<sup>th</sup> year. Golders Hill Park achieved a Gold London in Bloom award for the Hill Garden and Pergola, and was the overall category winner (Walled Garden Category). The Park also won Gold in the Large Park category for the 3<sup>rd</sup> year.

### **City Gardens**

28. In addition to the day-to-day maintenance tasks needed to keep the City Gardens looking good, each year the team undertakes numerous planting and infrastructure improvements both within the gardens and on the highway. This year has been no exception with replanting and other works taking place at Postman's Park, Carter Lane and the Queen's Diamond Jubilee Garden, Tower Hill Garden and St Andrew's by-the-Wardrobe. Work has also continued apace on the public realm enhancement project at Aldgate, including 32 new street trees planted so far. And finally just within the past few months, work has taken place to reinstate Seething Lane Garden in the south-east of the City.
29. The team has been grateful for the continued support of Friends of City Gardens, whose fantastic work this year has included Open Squares Weekend, walks, talks, visits and activities across a range of green spaces and attended by over 700 visitors and the City in Bloom campaign. City in Bloom is an annual campaign that recognises the work of community groups, businesses and residents in making the Square Mile a greener place to live, work and visit
30. The City Gardens apprentice has just started his 2nd year NVQ level 2 horticulture. He will shortly be joined by 4 other apprentices in the autumn, as part of the corporate initiative to support more young people in the workplace.
31. Awards – Green Flag and Green Heritage awards were retained both at Bunhill Fields. 7 awards in London in Bloom, including a special award for the new planting at the Beech Gardens in the Barbican, and a level 5 'outstanding' award for the Friends of CG in recognition of the amazing work they do. The team also achieved a silver gilt in Britain in Bloom – the national horticultural awards campaign.
32. Events – Festival Gardens hosted a very successful open air film screening in August, organised by Nomad Cinema and sponsored by both Brookfield Property Partners and Cheapside Business District. The event sold out and received very positive feedback from the sponsors, organisers and members of the audience. We are partnering with Nomad again this year and hoping to recapture the magic of last year's event.

### **West Ham Park**

33. Tennis – refurbished tennis courts opened in June 2016 at the parks first "Give it a Go" day, partnership with the LTA continues to blossom – instrumental in recruitment of new coaches and in helping to build coaching programme, tournaments and active schools programme. Exceeded target of increasing tennis played on site by 65% since last year with 2823 hours played on court in 2016/17

34. Cricket Newham has been identified as a priority area for cricket development. The England and Wales Cricket Board (ECB) is already working extensively with London Borough of Newham, the Essex County Cricket Board, West Ham Park and a range of sports development partners to promote and develop the game in the borough. This is part of the ECB's national initiative to work with the communities of South Asian origin to build on their traditional high levels of interest and participation in cricket.
35. Originally founded in 2011 by Capital Kids Cricket, West Ham and Stratford Cricket Club (WHCC) continues to be popular with local children. Primarily based in West Ham Park, the club has grown from entering one team into the Essex Metropolitan Cricket League to now entering four teams across a range of age groups. It provides an important pathway to cricket for young people, over 200 local children attended their multi faith festival during summer of 2016
36. Horticultural highlights – 170m2 tennis court turned into a woodland walk, rose garden replanted with new roses & herbaceous to provide extended season of interest for people and wildlife and has been delighting visitors. Rotary Club of Newham donated and helped to plant 5,00 crocus bulbs on site. Keeping team have planted over 180m native hedging on site, as well as 11 new trees and relocated 15 pine trees.
37. Corporate volunteers – the park has worked in partnership with East London Business Alliance, utilising the enthusiasm of corporate volunteers from Lockton, JP Morgan and others to help to deliver key maintenance tasks in the park and gardens – spreading mulch, working in the wildlife gardens, painting bins, benches & railings in the playground

### **Epping Forest**

38. A Policy Officer has been recruited to drive forward a Management Plan Strategy for Epping Forest.
39. The Environment Agency's provisional designation of High Risk for the Wanstead Park Lakes system continues to be challenged by Officers. A decision by the Environment Agency due in 2015 is awaited.
40. Scoping Reports have been completed for sub-Large Raised Reservoirs at Baldwins Pond and Birch Hall Park Pond which are expected to be subject to further regulation by Government. Project proposals are expected to be considered by Committee in September 2017
41. The Emergency Plan for Highams Park Large Raised Reservoir was subject to as desktop test scenario and was revised and updated based on the results.
42. A Master Plan to guide the future of the Wanstead park Grade II\* Registered Park and Garden of Special Historic Interest has been developed with partners. Further changes are required following consultation with landowning partners.
43. A Floating Pennywort eradication programme at Perch Pond has temporarily prevented the refilling of The Ornamental Water.
44. As part of the Sports Programme, the Wanstead Flats 'Parklife' bid to the Football Foundation has passed Expression of Interest stages. Work is now underway on a Stage One bid, in partnership with the London Borough of Redbridge.
45. A range of Energy Efficiency measures totalling £150,000 and funded by the Fleet Disposal programme will see anti-glare window film, energy efficient lighting and Photovoltaic Panels installed during summer 2017.
46. A divisional vehicle replacement strategy is being developed as part of the wider Fleet and Equipment Review.

47. A commercial wayleave review is being piloted using Non-Domestic Rates valuations to calculate new crossover values.
48. The Lodge Residency Strategy is being implemented to ensure multi-skilled teams are available to each callout shift. Training including Emergency Plan; Local Authority Liaison Officer (LALO) and Deer Vehicle Collision skills have been completed.
49. Epping Forest was awarded full Museum Accreditation status by the Arts Council England during 2016/17. Accreditation framework in place.
50. The Epping Forest and Commons Committee declared a series of properties surplus for disposal as part of the Operational Property Review, and continues to consider further properties.
51. In-house management of Chingford Golf Course has been completed including a £50,000 refurbishment of the Caddie House building; course improvements; the appointment of a golf manager, the introduction of a new online booking system; online promotion via Group-On reward systems; the tendering of onsite catering and the attraction of a new cycle hire adjacent to the Caddie House.

## **The Commons**

### **Kenley Common**

52. Kenley Airfield sits within Kenley Common and is reputed to be the best preserved example of a World War II Fighter Airfield in Great Britain. Whilst the airfield itself is actively used the MOD the City's adjacent land contains many of the legally protected heritage features associated with it.
53. The Kenley Revival Project entered year two of the HLF funded programme. The project team was appointed in early 2016 and to date has worked closely with partner organisations to deliver all targets within budget and to the timescales agreed with the Heritage Lottery Fund. Highlights include the provision of the Kenley Revival website, delivery of the Kenley Heritage Day, development of the volunteers, learning/education and community archaeology programmes.
54. Planning consent was sought and granted to carry out conservation works on the site's blast pens and to move the monument to those who were killed during the Battle of Britain) to allow the restoration of an important blast pen.

### **Stoke Common Site of Special Scientific Interest.**

55. Year 8 of the 10 year programme to restore the heathland habitat at Stoke Common was completed, having formerly been encroached upon by very dense secondary woodland. Natural England has recently reassessed Stoke Common and concluded that the City has achieved very substantial improvements in restoring the valuable heathland habitats since the site came into its ownership.

### **Burnham Beeches Special Area of Conservation**

56. Local development in the vicinity of Burnham Beeches continues to be of primary concern. The City's Officers continue to work closely with several local planning authorities and Natural England to mitigate the impact of housing and other developments on the site. Several mitigation principles are being considered for incusing in Local Plans to protect the site from harm.



57. Officers continued to be engaged in the process of converting Dog Control Orders to Public Space Protection Orders. The public consultation process commenced January 2017 and is nearing conclusion.

#### **Ashtead Common National Nature Reserve.**

58. Ashtead Common has established a partnership approach with Surrey Wildlife Trust to graze the Common. The agreement provides excellent value for money and precisely the right type and number of cattle necessary to enhance the habitats found on the site. The team are also drawing up plans to extend grazing across more of the Common including the possible use of invisible fencing.

### **Corporate & Strategic Implications**

59. 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

### **Implications**

60. **Finance:** The Open Spaces 2015/16 Service Based Review identified that £2,189,000 savings would be made over three years. Savings of £699k have been achieved in year 1 (2015/16). Savings of £721k were due to be delivered in 2016/17. Although the department managed to deliver to this reduced budget, the powers required to generate some of the savings have not yet been achieved and so alternative savings were substituted during the year. Further savings of £769k are required in 2017/18.

61. **Property:** the Open Spaces Department worked with the City Surveyor during the year to review property requirements. A number of properties were declared surplus. This work will continue.

62. **Health:** the activities of the Open Spaces Department contribute to the good health of our communities by providing facilities and opportunities for recreation, sport and wellbeing.

### **Conclusion**

63. The Department performed well against targets in 2016/17, particularly in the face of financial challenges related to the delays in the Open Spaces Bill.

### **Appendices**

- Appendix 1 – Key Actions
- Appendix 2 – Performance Indicators

### **Background Papers**

Open Spaces Business Plan 2016/17-2019-20 (approved April 2016)

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<u>Action</u>	<u>Detail</u>	<u>Proposed Milestones 16/17</u>	<u>Progress at year end</u>	<u>Statuses</u>
<b>Departmental Objective 1: Protect And Conserve The Ecology, Biodiversity And Heritage Of Our Sites</b>				
<b>a) Continue to develop and implement strategies that direct the management of our open spaces</b>	City Gardens Management Plan 2017 – 2021 to committee for approval – April 2017	City Gardens Management Plan 2017 – 2021 to committee for approval – April 2017	Plan was approved for consultation in April 2017.	GREEN
<b>b) Develop and implement effective water management plans</b>	Complete the Hampstead Heath Ponds Project	Engineering works completed – Oct 16	Engineering works completed on time (Oct 16)	COMPLETE
	Progress delivery of the Burnham Beeches pond embankments project	Consultants engaged to conduct biological survey – 2016/2017  Funding routes identified – 2016/17	Consultants' report received. Meeting arranged to consider recommendations to conserve/enhance biodiversity  Professional assessment required to assess extent of project and associated costs  Minor leak investigated in outflow and options currently being considered	RED – Timescales have slipped
<b>Achieve museum accreditation and develop arising opportunities</b>	Submit full Museum Accreditation application to Arts Council England for The View (Epping Forest Collection)  Complete collections rationalisation programme  Quantify visitor experience aspects of the museums accreditation	Museum Accreditation Submission – end May 2016	Full museum accreditation received. Framework for continued accreditation in place	COMPLETE

<b>Departmental Objective 2: Embed Financial Sustainability Across Our Activities By Delivering Identified Programmes And Projects</b>				
<b>Deliver our Programmes and Projects, some of which will deliver departmental SBR savings</b>	Develop and deliver and our Programmes and Projects: <ul style="list-style-type: none"> <li>▪ Learning Programme</li> <li>▪ Sports Programme</li> <li>▪ City of London Corporation (Open Spaces) Bill</li> <li>▪ Promoting Our Services Programme</li> <li>▪ Energy Efficiency Programme</li> <li>▪ Fleet and Equipment Review Programme</li> <li>▪ Wayleaves Programme</li> <li>▪ Lodges Review Programme</li> <li>▪ Car Parks Programme</li> <li>▪ Café's Programme</li> <li>▪ Funding Programme</li> </ul>	Highlight reports to SLT monthly  Quarterly reports at OP & CG, WHP, EF&CC, HH,HW&QP committees.  'Four monthly' reports to Port Health and Environmental Services Committee  Sept and Jan budget meetings  Financial Year End.	Programmes have progressed well although the Open Spaces Bill has been subject to delays.  Car Parks and Learning have returned to Business As Usual. The Funding Programme was disbanded but restarted in May 2017.  The Fundraising Programme was disbanded for a short while pending revised TOR and membership and reinstated in May 2017.	AMBER
<b>Work with City Surveyors to deliver the outcome of the operational property assets review for realisation of income and reduction in revenue expenditure</b>	Alternative use realised for West Ham Park Nursery  Lodge Review: Properties confirmed as <ul style="list-style-type: none"> <li>• Retain</li> <li>• Surplus for letting</li> <li>• Surplus for disposal</li> </ul> Committee reports for properties identified as surplus for disposal and/or letting	Reports produced for relevant committees.  Demolition of redundant toilet block - 2016/17	<ul style="list-style-type: none"> <li>• WHP Nursery proposal progressing</li> <li>• Lodge Reviews complete</li> <li>• Further work on surplus properties will continue</li> <li>• Toilet block demolished</li> </ul>	GREEN
<b>Actively engage in key corporate procurement opportunities</b>	Active involvement in procurement process for COL's new building, repairs and maintenance (BRM) contract	Input into BRM Customer Working Group – regular meetings up until July 2017	Department has actively engaged with BRM contract and through the Land Management Category Board.	GREEN

<b>Ensure sustainable provision of the Cemetery and Crematorium service</b>	Assess and determine the most efficient and effective way to replace the Crematorium's cremators	Project Gateway submitted – early 2017 for Gateway 1 / 2	In progress	GREEN
	Complete the soft and hard landscaping on the 'Shoot' Hard landscaping – 2016/17			COMPLETE
<b>Departmental Objective 3: Enrich The Lives Of Londoners By Providing A High Quality And Engaging Educational And Volunteering Opportunities</b>				
<b>Embed the new Learning Programme across the Department</b>	<p>Create, develop and establish the new Learning Team across the Department</p> <p>Deliver the CBT funded programme 'Green Spaces, Learning Places'</p> <p>Develop and implement monitoring and evaluation framework</p> <p>Obtain additional funding to support delivery and development of the Learning Programme</p>	<p>Recruitment completed to vacant posts – June 2016</p> <p>Deliver year 1, 2 and 3 targets for the four CBT funded projects – March 2017/2018/2019</p> <p>Appoint evaluation consultant to deliver framework - August 2016</p> <p>Develop and implement a fundraising plan</p>	<p>Complete</p> <p>In progress</p> <p>A new approach has been agreed with City Procurement following two unsuccessful tendering rounds</p> <p>Plan developed, delivery is in progress. One unsuccessful bid has been made – feedback received</p>	GREEN
<b>Develop volunteering across our sites</b>	Create and enable increased opportunities for 'supported' and 'unsupported' volunteering to assist in the delivery of our services	<p>New volunteering opportunities developed</p> <p>Training delivered and support given to volunteer groups to</p>	<p>On-going</p> <p>Training was delivered to staff in October to develop their</p>	GREEN

		enable 'unsupported' volunteering (i.e. volunteering without a COL member of staff present) – ongoing.	capacity to support volunteering.	
<b>Departmental Objective 4: Improve The Health And Wellbeing Of Community Through Access To Green Space And Recreation</b>				
<b>Work with partners to create open spaces within the boundary of the City of London</b>	Installation of a new landscape - Aldgate gyratory	Eastern section - installation of mature trees and landscaping (April to July 2016)  Western section – tree planting and installation of landscaping January 2017	Most sections complete, although it will be necessary to return to a few sections for further works  Has been subject to delays	AMBER
	Reinstatement of Finsbury Circus Garden.	Reinstatement proposals agreed - December 2016	Gateway process being undertaken for Garden restoration	AMBER
<b>Secure funding and partnerships to deliver improved sport and recreation opportunities at our open spaces</b>	Work with partners to secure long term investment in our sports facilities that encourage our communities to get more active.  Develop golf provision at Chingford Golf Course (CGC) through new in-house management	Refurbish tennis courts at Queens Park – AWP dependent  Embed in-house golf course management - 2016	Included in AWP  In house management now in place. Restructure pending to amalgamate with Football Grounds Management  Expression of Interest agreed for participation in 'Parklife' funding programme	GREEN

<b>Departmental Objective 5: Improve Service Efficiency And Workforce Satisfaction</b>				
<b>Ensure the health and welfare of our skilled and motivated staff</b>	Deliver our workforce Plan and liP Action Plans	Departmental learning programme developed – July annually	Complete	GREEN
	Support the implementation of the Wellbeing Strategy and the framework of: Connect, Be Active, Take Notice, Learn, Give	Deliver actions within the Workforce and liP plans - within their identified timelines	In progress	
		Establish divisional ‘wellbeing champions’ – Nov 2016	Not undertaken	
<b>Make more effective use of IT and adopt ‘smarter’ ways of working</b>	Support the implementation of the Corporate Joint Network refresh programme, End User Device Refresh and Ways of Working / Accommodation programme	Move from Irish Chambers to Guildhall – End 2016	Date of move TBC	AMBER
	Maximise opportunities for web based bookings and End Point of Sale systems	Online booking for golf at Chingford – Spring 2016  Partner with CHL in EPOS procurement – March 2017	Online golf booking is now live  EPOS procurement delayed, opportunities to be explored	AMBER

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## Appendix 2 -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', twenty four 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

PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual (annuals)		2017/18 Performance Target	2018/19 Performance Target
PI 1	Retain 15 Green Flags and improve the overall band score achieved across our Green Flag sites by 2018/2019	Annual	15 green flag sites overall band scores 46% = 80+ 27% = 75 – 79 27% = 70 - 74	Same as 2015/16	ACHIEVED 15 green flag sites overall band scores 53% = 80+ 27% = 75 – 79 20% = 70 - 74		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	ACHIEVED 12 Green Heritage Awards		12 Green Heritage Awards	13 Green Heritage Awards
PI 3	Achieve our Departmental net local risk budget.	Annual at year end	Underspent of £885,000	Original Budget £10,347,000	Underspend/over achieved income of £768,282		£9,578,000	£9,578,000
PI 8	Reduce utility consumption (electric)	Annual	1717626 Kw/hrs	2.5% reduction on 2015/16 performance	MISSED 1815781 (+5.7%)		2.5% reduction on 2016/17 performance	2.5% reduction on 2017/18 performance
PI 8	Reduce utility consumption (gas)	Annual	3739886 Kw/hrs	2.5% reduction on 2015/16 performance	ACHIEVED 3439608 (-8%)		2.5% reduction on 2016/17 performance	2.5% reduction on 2017/18 performance
PI 9	Reduce fuel consumption (white & red diesel)	Annual	61308 litres	% reduction on 2015/16 performance	MISSED 67931 (+10.8%)		5% reduction on 2016/17 performance	5% reduction on 2017/18 performance
PI 9	Reduce fuel consumption (petrol)	Annual	1995 litres	% reduction on 2015/16 performance	MISSED 2064 (+3.5%)		5% reduction on 2016/17 performance	5% reduction on 2017/18 performance
PI 9	Reduce fuel consumption (small fuels)	Annual	13627 litres	% reduction on 2015/16 performance	MISSED 14201 (+4.2%)		5% reduction on 2016/17 performance	5% reduction on 2017/18 performance
PI 10	Increase electricity generation	Annual	51117 Kw/hrs	Two additional buildings generating 50KWH each	MISSED 44861 (-12.2%)		A further two additional buildings generating 50KWH each	A further two additional buildings generating 50KWH each
PI 14	Increase the directly and indirectly supervised volunteer hours	Annual at year end	Not applicable - new measure	To establish the baseline	43,140		2016/17 performance plus 5%	2017/18 performance plus 5%
PI 15	Increase the amount of unsupervised volunteer work hours.	Annual at year end	Not applicable - new measure	To establish the baseline	16,401		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%	ACHIEVED 88%		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	ACHIEVED 588201		2016/17 performance plus 10%	2017/18 performance plus 10%

## STAFFING INDICATORS

		Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual (annuals)		April-Sept		Oct-March	2017/18 Performance Target	2018/19 Performance Target
PI 21	Increase the percentage of H&S accidents that are investigated within 14 days.	Updates every six months. Annual at year end	Feb 15 to Jan 16 = 71%	80%	MISSED 62%		66%		59%	83%	86%
		Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual (annuals)	Q1 April-June	Q2 July-Sept	Q3 Oct-Dec	Q4 Jan-March	2017/18 Performance Target	2018/19 Performance Target
PI 22	Reduce the average number of Full Time Employee (FTE) working days lost per FTE due to short term sickness absence.	Updates every quarter. Annual February to January	Feb 2015 to Jan 2016 = 3.6 days Short-Term FTE Working Days Lost per FTE	3.45 days FTE Working Days Lost per FTE	ACHIEVED Feb 2016-Jan 2017 = 3.2 FTE Working Days Lost per FTE	0.81	0.87	0.91	Not available	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.	Updates every quarter. Annual February to January	Feb 2015 to Jan 2016 = 2.43 days Long-Term FTE Working Days Lost per FTE	2.4 days FTE Working Days Lost per FTE	MISSED Feb 2016 to Jan 2017 = 2.68 days Long-Term FTE Working Days Lost per FTE	0.72	0.74	0.61	Not available	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					94%	95%

## SPORTS BOARD

PI No:	Description	Frequency Measure	2015/16 Actual Performance	2016/17 Performance Target	2016/17 Actual	April - September	October - March	2017/18 Performance Target	2018/19 Performance Target
PI 16	Increase the amount of tennis played across our sites.	Update at six months. Annual at year end. Court Hours usage by adults & concessions:	WHP: 1000 adults 500 by concessions.	WHP: increase court hours used by 65% = 2475 hrs	ACHIEVED 1822 Adults, 993 Concess, (total 2815)	1401 Adults 512 Concess	421 Adults, 481 Concess	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	MIXED Parliament Hill: 6,677 Adults 4,266 Conc U/K 591	3,718 Adults 2,733 Conc 591 Unknown	2,959 Adults 1,493 Conc	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	MISSED Golders Hill Park: Adults 1306 Conc 798	1,046 Adults 278 Conc	260 Adult 520 Conc	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	MIXED Queens Park: 3585 Adults 585 Conc U/K 439	2,451 Adults 467 Conc 439 Unknown	1134 Adult 118 Conc	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.	Update at six months. Annual after year end All data is 14/15. For all sites 15/16 data to be added after year end.	WHP = 59 bookings to end of football season.	WHP increase bookings by 10% on 2015/16 actual = 65 bookings	ACHIEVED Total of 91 bookings	44 bookings (24 training sessions and 20 matches)
3260 bookings to end of football season.	Epping maintain bookings at 2015/16 level = 3260	MISSED 3045 Bookings				Football season starts in October	3045 Bookings	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	ACHIEVED 154 bookings				32 Bookings	122 Bookings	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	MISSED 6 bookings		Football season starts in October		6 bookings	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	MISSED 43 bookings		Football season starts in October		43 bookings	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.	Update at six months. Annual at year end	2014/15 the recorded number of visits was 22,000	Establish a baseline figure	19169		8653		10516	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	April-July	Aug-Nov	Dec-March		2017/18 Performance Target	2018/19 Performance Target
PI 4	Increase our market share of burials in relation to the Cemetery and Crematorium's seven neighbouring Borough's	Updates every four months. Annual at year end	6.90%	2015/16 performance plus 0.4% = 7.03%	ACHIEVED 7.5%	8.20%	7.20%	7		2016/17 performance plus 0.5%	2017/18 performance plus 0.5 %
PI 5	Increase the number of burials	Updates every four month. Annual at year end	866	2015/16 performance plus 2.5% = 888	MISSED 868	296	262	310		2016/17 performance plus 2.5%	2017/18 performance plus 2.5 %
PI 6	Increase the number of cremations	Updates every four month. Annual at year end	2519	2015/16 performance plus 1.5% = 2557	MISSED 2540	815	765	960		2016/17 performance plus 1.5%	2017/18 performance plus 1.5%
PI 7	As a minimum, achieve local risk Cem & Crem inc	Updates every four month. Annual at year end	Over achievement of income	Original Budget (£4,470,000)	Over achievement of income £452,787					(£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	April - September	October - March	2017/18 Performance Target	2018/19 Performance Target
PI 11	Increase the percentage of Learning Programme participants who are more knowledgeable about the natural history of our open spaces.	Update at six months. Annual at year end	Not Applicable - new measure	70% of participants surveyed	ACHIEVED 86% of participants surveyed	99% of those surveyed	73%	80% of participants surveyed	85% of participants surveyed
PI 12	Increase the percentage of new participants in the Learning Programme who report their intention to visit our open spaces with their families	Update at six months. Annual at year end	Not Applicable - new measure	50% of participants surveyed	ACHIEVED 93% of participants surveyed	Formal measure not in place	93%	60% of participants surveyed	70% of participants surveyed

PI 13	Increase the percentage of Learning Programme participants who are from Black and Minority Ethnic or under-represented groups	Update at six months. Annual at year end	Not Applicable - new measure	40% of participants surveyed	ACHIEVED 45% of participants surveyed		56% BME		34%	50% of participants surveyed	55% of participants surveyed
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<b>Committees:</b>	<b>Dates:</b>
Epping Forest & Commons Committee - For Information	3 July 2017
Open Spaces Committee - For Information	17 July 2017
West Ham Park Committee - For Information	17 July 2017
Hampstead Heath, Queens Park and Highgate Wood Committee - For Information	17 July 2017
<b>Subject:</b> Open Spaces Events Policy	<b>Public</b>
<b>Report of:</b> Director of Open Spaces	<b>For Information</b>
<b>Summary</b>	
<p>As part of the ongoing preparations for the passage of Open Spaces Bill through Parliament, we are required to develop a formal events policy.</p> <p>This report provides an update on the proposals to develop proposals and consult our communities. It is proposed the consultation takes place from autumn 2017 to early 2018 with the local Consultative Groups. This would allow the events policy to then be considered by each Committee prior to the spring.</p>	
<b>Recommendation</b>	
Members are asked to note the report.	

## Main Report

### **Background**

1. The Open Spaces Bill is currently moving through parliamentary process.
2. The provisions of the Open Spaces Bill require that the Open Spaces Department have a formally established Events Policy for each of our sites, and that this policy be consulted upon.
3. There is a strong history of events at our Open Spaces. The policy framework which is being developed will draw upon previous experience licensing and running events, the existing legal obligations for each site and the requirements of the Open Spaces Bill.

### **Current Position**

4. In recognition of the differing characters of the open spaces and heritage assets managed by the City of London Corporation, it is proposed that the principles of a departmental policy framework is established supported by site specific policies.

## Consultation and Committee process

5. It is proposed that the events policy framework and site specific policies be subject to consultation with local consultative groups before being submitted to each Committee for approval early in 2018.

Hampstead Heath Consultative Committee	9 October 2017	Local Consultation
Highgate Wood Consultative Group	1 November 2017	Local Consultation
Queen's Park Joint Consultative Group	1 November 2017	Local Consultation
Burnham Beeches Consultation Group	TBC January 2018	Local Consultation
West Wickham, Spring Park and Coulsdon Commons Consultative Group	TBC January 2018	Local Consultation
Ashted Common Consultative Committee	23 January 2018	Local Consultation
Epping Forest Consultative Group	TBC	Local Consultation
West Ham Park Committee	5 February 2018	Committee approval
Open Spaces & City Gardens Committee	5 February 2018	Committee approval
Hampstead Heath, Highgate Wood & Queen's Park Committee	21 February 2018	Committee approval
Epping Forest & Commons	12 March 2018	Committee approval

6. Members will be aware that the Epping Forest Consultative Group has not yet been formally established. It is anticipated that this group will be established later this year and will therefore be able to be consulted on the events policy framework and Epping Forest site specific policy.
7. West Ham Park does not have a consultative group but benefits from local representatives sitting on the Committee. The West Ham Park Manager will supplement the Committee process with consultation with consultation with the Friends Group.
8. Should there be any substantive issues raised during the course of the consultation process, it may be necessary to extend these timeframes or consider additional meetings.



## **Conclusion**

9. The creation of a formally approved events policy is an opportunity for the department to codify practice, create greater clarity and transparency, and most importantly, to ensure that each of our sites is protected.

### **Esther Sumner**

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# Agenda Item 6

<b>Committee(s)</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood & Queen's Park Committee	17072017
<b>Subject:</b> Revenue Outturn 2016/17 – Hampstead Heath, Highgate Wood and Queen's Park	<b>Public</b>
<b>Report of:</b> The Chamberlain & the Director of Open Spaces	<b>For Information</b>
<b>Report author:</b> Derek Cobbing – Chamberlains Department	

## Summary

This report compares the revenue outturn for the services overseen by your Committee in 2016/17 with the final agreed budget for the year. In total, there was a better than budget position of £506,000 for the services overseen by your Committee compared with the final agreed budget for the year as set out below.

	<b>Final Agreed Budget</b>	<b>Outturn</b>	<b>Increase/ (Decrease)</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b>Local Risk</b>			
Director of Open Spaces	5,579	5,192	(387)
City Surveyor	1,039	1,028	(11)
<b>Central Risk</b>	(1,081)	(1,080)	1
<b>Recharges</b>	1,364	1,255	(109)
<b>Total</b>	<b>6,901</b>	<b>6,395</b>	<b>(506)</b>

The Director's favourable budget variance of £387,000 (Local Risk) is mainly due to a £306,000 better than budget position at Hampstead Heath and relates to a planned underspend which it had been intended to allocate to projects, further detail can be found in paragraph 4a). This better than budget position has been aggregated with budget variations on services overseen by other Committees, which produces a City Cash overall better than budget position of £167,000 (Local Risk) across all Open Spaces. A request to carry forward all of this £167,000 will be considered by the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resource Allocation Sub Committee, a breakdown of which can be found in paragraph 7.

There was also a reduction of £109,000 in recharges, a further breakdown of the contributing factors can be found in paragraph 4b).

## **Recommendation(s)**

It is recommended that this revenue outturn report for 2016/17 and the consequential implications for the 2017/18 budget are noted.

## **Main Report**

### **Budget Position for 2016/17**

1. The 2016/17 latest approved budget for Hampstead Heath, Highgate Wood & Queen's Park services overseen by your Committee received in November 2016 was £6.756M. This budget was endorsed by the Court of Common Council in March 2017 and subsequently updated for approved adjustments. Movement of the original Local Risk budget to the final agreed budget is provided in Appendix A.

### **Revenue Outturn 2016/17**

2. Actual net expenditure for your Committee's services during 2016/17 totalled £6.395M, a favourable budget variance of £506,000 compared with the final agreed budget. This was a result of a better than budget position of City Surveyors expenditure and additional income generated at Hampstead Heath.
3. A summary comparison with the final agreed budget for the year is tabulated below. In the tables, figures in brackets indicate income or in hand balances, increases in income or decreases in expenditure.

Hampstead Heath, Highgate Wood, and Queen's Park  
Comparison of 2016/17 Revenue Outturn with Final Agreed Budget

	<i>Original Budget</i>	Final Agreed Budget	Revenue Outturn	Variation Increase/ (Decrease)	
	<i>£000</i>	£000	£000	£000	
<b>LOCAL RISK</b>					
<b>Director of Open Spaces</b>					
Hampstead Heath	4,434	4,593	4,287	(306)	Reason* a)
Hampstead STEM	38	55	43	(12)	
Queen's Park	517	529	502	(27)	
Highgate Wood	376	402	360	(42)	
<b>Total Director of Open Spaces Local Risk</b>	<b>5,365</b>	<b>5,579</b>	<b>5,192</b>	<b>(387)</b>	
<b>City Surveyor</b>					
City Surveyors Local Risk	430	391	385	(6)	
Additional Works Programme	1,562	648	643	(5)	
<b>Total City Surveyor Local Risk</b>	<b>1,992</b>	<b>1,039</b>	<b>1,028</b>	<b>(11)</b>	
<b>TOTAL LOCAL RISK</b>	<b>7,357</b>	<b>6,618</b>	<b>6,220</b>	<b>(398)</b>	
<b>CENTRAL RISK</b>					
Hampstead Heath	(1,188)	(1,092)	(1,090)	2	
Queen's Park	16	16	16	-	
Highgate Wood	(5)	(5)	(6)	(1)	
<b>TOTAL CENTRAL RISK</b>	<b>(1,177)</b>	<b>(1,081)</b>	<b>(1,080)</b>	<b>1</b>	
<b>RECHARGES</b>					
Insurance	130	98	95	(3)	
Support Services	646	569	529	(40)	
Surveyor's Employee Recharge	225	225	225	-	
I. S. Recharge	262	288	288	-	
Recharges Within Fund (Directorate Democratic Core, and Learning)	217	177	112	(65)	
Recharges Across Fund (Structural Maintenance – Inspections)	7	7	6	(1)	
<b>TOTAL RECHARGES</b>	<b>1,487</b>	<b>1,364</b>	<b>1,255</b>	<b>(109)</b>	b)
<b>OVERALL TOTAL</b>	<b>7,667</b>	<b>6,901</b>	<b>6,395</b>	<b>(506)</b>	

\*See paragraph 4

## Reasons for Significant Variations

4. a) The Director of Open Spaces £306,000 better than budget position is mainly due to a planned underspend which had been intended to be allocated to a number of small capital projects. This spend was not capitalised due to the necessity of allocating Departmental underspend to support the Learning Programme. It had been anticipated when the Learning Programme was approved that £200,00 of project income would contribute to the funding. As this income was not forthcoming in year, Policy & Resources agreed that this shortfall would be met in the first instance by carry forwards of underspends or failing that, an allocation from City's Cash. There was also some higher than budget income at Hampstead Heath. The major contributor was the Lido, with other increases from weddings, filming, rental income, track & tennis court hire, and car parking.
- b) The £109,000 decrease in total recharges is mainly due to a £65,000 reduction in Recharges within Fund, the majority of which is due to a decrease in rechargeable expenditure associated with the Learning Programme, and a reduction in support costs due to a decreased requirement in support time from CLPS and central support.

## Local Risk Carry Forward to 2017/18

5. Chief Officers can generally request underspends of up to 10% or £500,000 (whichever is the lesser) of the final agreed local risk budget to be carried forward, so long as the underspending is not fortuitous and the resources are required for a planned purpose. Such requests are subject to the approval of the Chamberlain in consultation with the Chairman and Deputy Chairman of the Resources Allocation Sub Committee.
6. Overspends are carried forward in full and are met from the agreed 2017/18 budgets.
7. The Director's better than budget position of £387,000 (Local Risk) has been aggregated with budget variations on services overseen by other Committees which for City's Cash produce an overall better than budget position of £167,000 (Local Risk) where the following have been submitted for a carry forward.

£18,000 Playground equipment (Hampstead Heath) to be capitalised.

£149,000 To fund the Learning Programme (as agreed by Policy & Resources).

## **Efficiency & Sustainability**

### **8. City of London overall Financial Position and context for the Efficiency and Sustainability Plan**

The Court of Common Council approved the published Efficiency and Sustainability Plan on the 13th October 2016. This plan focuses on the existing Service Based Review programme which is now nearing completion, other agreed transformation initiatives and developing a framework for continuous efficiency improvement for 2017/18 and later years. This plan needs to be viewed in the context of the overall Medium Term Financial Strategy to have a five year plan with sufficient cashable savings to present a balanced budget for all four funds and adopting an investment approach utilising the headroom to invest in one-off projects such as the Museum of London relocation project and 'bow wave' list of outstanding repairs.

To assist with this context and messaging, a set of core messages on the City of London Corporation's Finances have been developed and are set out in Appendix B for members information.

## **Appendices**

- Appendix A – Movement between Original 2016/17 and the final agreed Budget
- Appendix B – Efficiency & Sustainability Plan

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## Appendix A

	<b>£000</b>
<b>Original Local Risk Budget (Director of Open Spaces &amp; City Surveyor)</b>	<b>7,357</b>
<b>Director of Open Spaces</b>	
Employees - The salaries budgets were adjusted at 16/17 revised estimate stage to reflect underspends resulting from vacant posts and adjustments relating to revisions to unsocial hours payments following a consultation exercise with respect to revised ways of working. The sums were moved to local risk premises related expenditure in order to facilitate planned projects for which Gateway Reports were prepared.	(308)
Premises – Majority of this movement is due to agreed carry forwards of £15,000 R&M at Highgate Wood for gates, £50,000 for Improvements to all cafes, and an increase of £23,000 Repairs and maintenance at Hampstead.	108
Supplies & Services – Majority of this movement includes agreed carry forwards of £100,000 re consultant/professional fees for Sports Programme Board and Management Plan, £16,000 for replacement Pay and Display machines. There is also an increase of £51K refuse collection (AMEY Contract, £174K Equip/Furniture/Materials (HH)	381
Other minor variations -	33
<b>City Surveyor</b>	
The reduction of £953,000 is mainly due to re-phasing of the Additional Works Programme over subsequent years of the existing programmes	(953)
<b>Final Agreed Local Risk Budget (Director of Open Spaces &amp; City Surveyor)</b>	<b>6,618</b>

Explanations are only provided for larger movement in budgets (greater than £50,000)

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## **Efficiency & Sustainability Plan - Appendix B**

### **CORE MESSAGES ON THE CITY OF LONDON CORPORATION'S FINANCES – January 2017**

#### **Our aim:**

Our funds are there to help the City of London Corporation promote financial, professional and business services, provide excellent public services and support the City, capital and country as a whole.

They must be used economically, efficiently and effectively to maintain the City's underlying infrastructure and services and so we can prioritise paying for initiatives which meet our long-term ambitions.

#### **How we do this:**

The City has four funds.

Two of these are paid for by ratepayers and taxpayers:

- City Fund - money used to cover local authority activities in the square mile and beyond.
- Police Fund – the money used to pay for the City of London Police Force

Two are provided at no cost to the taxpayer:

- City's Cash - an endowment fund built up over 800 years and passed from generation to generation used to fund services that benefit London and the nation as a whole.
- Bridge House Estates - the money used to look after five bridges over the Thames with any surpluses being used for charitable purposes and awarded through the City Bridge Trust.

It is a duty on us to make the best use of the resources we have. This can only be done through continually reviewing the economy, efficiency and effectiveness of our services, the outcomes that are achieved and how they meet our long-term ambitions.

Everyone has a role to play in constantly challenging what we do and thinking about how we could do things better.

#### **Are there further cuts being made?**

Yes, but only 2% and only to ensure continuous improvement. In 2014, we estimated that due to cuts in government funding City Fund would be facing deficits approaching £11m by 2017/18 so we had to deal with this by scrutinising all our activities in what we called the Service Based Review.

We could, of course, have just made efficiencies in those areas paid out of public funds. But we decided it was not fair or equitable to ask some parts of our organisation to be more efficient and not others.

Proposals totalling £20m in efficiencies/extra income were identified and are well underway to being implemented. Following the completion of the Service Based Review programme, a continuous 2% per annum budget reduction target will be introduced across all our services. Departments will be expected to meet this through efficiency and performance improvements.

### **Why are we continuing to make budget reductions?**

Firstly, we have a duty to ensure the most effective and efficient use of our resources.

Secondly, we continue to have big cost pressures. We live in an historic and ageing City. Many of our properties are deteriorating which requires an increased level of investment, and our IT infrastructure and service needs investment. In addition the City of London Police needs to address the changing nature of policing and the increasing demands placed on the service in the context of increased security threats from terrorism, growing cybercrime and online economic crime and intelligence requirements.

Thirdly, by being economic, efficient and making savings and focusing our efforts where we are most effective we can enhance existing services and pursue new priorities and increasingly ambitious outcomes for the benefit of the City, London and the nation.

### **Why not utilise the City's Cash fund endowment?**

This is money which has been passed down to us over the years, produces income for us and is not to be used lightly as we want to pass it on to future generations to sustain services in the medium to longer term. Its income comes mainly from property and investments and is used to finance activities for the benefit of the City, London and the nation as a whole. Any sale of the underlying investments reduces the ability of the fund to generate income in future years.

The City's Cash budget will be running a deficit over the next three years to allow us to carry out essential investment before returning to a small surplus in 2020/21.

### **So what does the future look like for these funds?**

The financial forward look for two of our funds is relatively healthy but uncertainties remain.

- City Fund: we have been planning for a continuing reduction in government grant and the underlying budget position is robust. We will be using the headroom to invest in essential repairs and maintenance and to fund the building of the new Museum of London to the benefit of all Londoners and the country as a whole.
- City's Cash: The forecast deficit over the next three years reflects our commitment to carry out essential investment and to support cultural development before returning to a small surplus in 2020/21.

- Bridge House Estates: the rising surplus will increase the resources available to the City Bridge Trust for charitable giving across London.
- The Police Fund: The underlying financial position remains very challenging with the recent Police core grant settlement marginally lower than anticipated. Additional cost pressures have meant the fund has moved into deficit, utilising the remaining ring fenced reserves in 2016/17 and 2017/18. An interim strategy has been developed and proposed for dealing with the deficit to the end of 2017/18. The Town Clerk, the Chamberlain and the Commissioner, have commissioned a review of the Police operating model, focusing on future demand modelling and how best to secure VFM, to identify options to address the, as yet unfunded, projected deficits of £5.6m in 2018/19 and £3.8m in 2019/20.

### **What are your total assets?**

The City of London Corporation has assets of around £4bn. Income from these assets fund our services and any sale of assets to fund on-going services in the short term would harm our ability to protect services in the medium to longer term. Sale of many of our local authority assets to fund day to day services is also effectively prohibited by Local Government accounting rules.

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<b>Committee(s)</b>	<b>Dated:</b>
Policy & Resources – For decision	06/07/17
Hampstead Heath, Highgate Wood & Queen’s Park - For information	17/07/17
Education Board – For Information	20/07/17
<b>Subject:</b> STEM and Policy Education Programme Legacy – Policy Initiatives Fund Application	<b>Public</b>
<b>Report of:</b> Director of Open Spaces	<b>For Decision</b>
<b>Report author:</b> Abigail Tinkler – Learning Manager (Open Spaces) Grace Rawnsley – Head of Learning (Open Spaces)	

### Summary

The Hampstead Heath Ponds Project was a complex engineering and landscaping project which stimulated a great deal of interest within the local community. In 2014, the Policy and Resources Committee agreed to fund a 3 year education programme alongside this engineering project, to capitalise on the opportunities for learning the project presented in particular STEM subjects (science, technology, engineering and maths) and public policy and debate.

The 3 year project successfully engaged with over 3000 secondary school students from the local community, 850 primary school students, and partnered with BAM Nuttall, the Royal Geographical Institute and the Museum of London. It is proposed that an additional year of funding be granted to embed the legacy of the project in the local community secondary schools. The next stage of the project will further enable school access by addressing the barriers of timetable restrictions and large year group sizes by providing teachers with the flexibility to run the activities themselves at a time which works for them.

This is line with the City’s educational strategy and related initiatives, and will complement the existing work of the learning team. The Hampstead Heath Consultative Committee supports the application.

### Recommendation(s)

It is recommended that:-

1. The Hampstead Heath, Highgate Wood & Queen’s Park Committee and the Education Board support an application to the Policy Initiatives Fund to extend the STEM & Policy Education Programme for a further year

2. The Policy & Resources Committee approve that the Ponds Project Education Programme be funded for one additional year at a cost of £48,600 which can be met from the Policy Initiatives Fund, categorised as “Communities” and charged to City’s Cash.

## **Main Report**

### **Background**

1. The Ponds Project was a project at Hampstead Heath to reduce the risk of pond overtopping, embankment erosion, failure and potential loss of life downstream in line with the Reservoirs Act 1975 while meeting the obligations of the Hampstead Heath Act 1871.
2. In 2014, the Policy and Resources Committee agreed to fund a 3 year education programme to capitalise on the learning opportunities presented by the engineering project.
3. Research demonstrates that it can be difficult for young people to see links between what they learn in school and what they will be doing in the future, including the benefits of science education for future progression and career pathways.<sup>1,2</sup> Using Hampstead Heath and the Ponds Project as a real case study allowed students to make stronger links between theoretical and practical learning.
4. The number of young people entering into further STEM studies and careers continues to be smaller than other areas of learning.<sup>3</sup> There are strong indicators that young people are more likely to study STEM if they gain a broader understanding of career paths, see STEM as relevant to everyday life, and are engaged in practical activities.<sup>2</sup>

### **Current Position**

5. Over 3000 secondary school students and 850 primary school students have participated in learning activities around STEM subjects and public debate in science using the ponds project as a case study to bring learning alive.
6. 98% of teachers participating in the sessions reported that their learning objectives were met and 88% felt that their students made substantial progress in their learning. 67% of students who participated felt they had learned more about how humans impact the environment and 57% reported their intention to take positive action for the environment in the future.
7. The project is also developing legacy resources which raise career aspirations for young people studying STEM through a set of online films and resources for teachers and students.
8. However, learning from the current 3 year project has identified that barriers still exist with engaging secondary schools in learning outside the classroom. Large year group sizes, timetable restrictions, funding and pressure around exams all lead teachers to choose not to attend sessions outside the classroom.



9. Overall the project has enabled us to develop a variety of learning programmes which engage students with the Heath and enhance the National Curriculum. The programmes have been received positively by teachers and students, and we now want to create a legacy resource which will enhance access and engagement levels by introducing flexibility, recognising the specialist expertise of secondary school teachers, and minimising financial costs for schools.

## **Proposals**

10. The proposed next stage of the project will further enable school access by readdressing the barriers of timetable restrictions and large year group sizes by providing teachers with the flexibility to run the activities themselves at a time which works for them.
11. We will enable more schools to participate in our programmes through an approach which:
  - a. provides flexibility in dates and times
  - b. harnesses the expertise of school specialist-subject teachers in leading sessions
  - c. supports sustainability through minimal charges to schools
  - d. links to the National Curriculum
  - e. supports students to see the relevance and application of their learning, including showcasing career paths
  - f. utilises the rich and unique resources of the Heath, widening access and building a connection with green spaces
  - g. enables more students to benefit from resources created within our specialist learning team (CoL Open Spaces)
12. We will provide teachers with a menu of themed activities which they can access on our website. Themes will include environmental change, ecosystems, working scientifically and careers, and the activities will be designed to link the classroom, the Heath and the wider world.
13. Teachers will be able to combine these activities to create their own structured days on the Heath and incorporate them within their schemes of work. The sessions will be designed by our specialist learning team and delivered by school teachers both at school and on the Heath. This will utilise the expertise of teachers and the OS learning team, as well as providing teachers with flexible times and dates.
14. There will be an option of hiring activity equipment from the Education Centre for some of the activities on the Heath, and these will be subject to a small charge. Bookable, facilitated sessions will also be available as part of this wider secondary school offer.
15. Online resources will include videos of staff talking about their work, its relevance, and the skills and knowledge involved. This will support students

in linking their learning to careers and the wider world – something which research has shown to be a challenge for many students. Additionally, students will be supported in linking learning on the Heath with learning in the classroom, which will strengthen their learning journeys.

16. The outputs of the project will include:
  - a. 20 themed activities available to download from our website (for use on the Heath and in the classroom).
  - b. 3 bookable, facilitated sessions for secondary schools incorporated within our Hampstead Heath school programme.
  - c. 3 bespoke training sessions to equip our Education Ranger team in facilitating the secondary schools sessions
  - d. 6 videos of our staff which will raise aspirations and inspire further studies and careers related to science, geography and green spaces.
  - e. 6 types of equipment sets with activities, available to hire and use on Hampstead Heath.
  - f. A new landing page and associated pages on our website specifically for secondary schools. The website will enable teachers to search on themes, school subjects and activity type.
17. Costings for the project are under £50,000. Please see appendix one for costings.
18. The ponds education project legacy proposal will make an important contribution to the Open Spaces Learning Strategy and the Corporate Education Strategy. The learning strategy articulates a clear vision to connect people more powerfully to their local green space through meaningful and engaging learning activities. The strategy identifies the five impact areas of understanding, confidence, involvement, wellbeing and connection as key to achieving this vision.
19. The Ponds Education Project will play a significant role in delivering these impact areas, with an emphasis on understanding, confidence and connection. Through our creative learning activities, we will enable students to develop their understanding of specific, relevant areas of the National Curriculum, and to build an understanding of the relevance and application of their learning. In addition, our activities will enable students to make connections experientially with green spaces, which act as a rich stimulus for their creative thinking and learning. Finally, by working closely with teachers and reflecting on feedback from our audiences, our programmes will provide experiences which are both challenging and achievable, and the personal achievement experienced by participants will help to build confidence.

### **Corporate & Strategic Implications**

20. The Ponds Project Educational outreach work supports the City's vision for "high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation", and specifically supports KPP5

“Increasing the impact of the City’s cultural and heritage offer on the life of London and the nation”.

21. The project supports the aspirations of the City of London Education Strategy 2016-2019, particularly in respect of strategic aim 1) Ensuring that the City Corporation’s outstanding cultural and historical resources enrich the creative experience of all London’s learners; specifically by the Prioritised Action to Promote the national STEM (science, technology, engineering and maths) education agenda through working in partnership across our venues; and strategic aim 3) Develop excellent employment opportunities and pathways and specifically by the Prioritised Action of Work-related learning and work interactions.

## Implications

22. It is anticipated that the programme will cost a total of £48,600 to fund a project officer, development of specialist resources including videos, and materials and equipment.
23. The proposed costs can be met from the Policy Initiatives Fund, categorised as “Communities” and charged to City’s Cash.
24. The current uncommitted balance available within your Committee’s Policy Initiatives Fund amounts to £168,100 prior to any allowance being made for any other proposals on today’s agenda.

## Conclusion

25. The proposed next stage of the project presents an excellent opportunity to embed the learning and achievements of the current 3 year programme using innovative approaches. In particular, the project will focus on developing flexible and sustainable solutions to engaging with secondary schools, creating relevance for in class learning, showcasing STEM career paths, and supporting teachers to take learning out of the classroom. This supports the City of London’s Education Strategy.

## References

<sup>1</sup> Archer, L., Osborne, J., DeWitt, J., Dillon, J. & Wong, B. (2013). *ASPIRES. Young people’s science and career aspirations age 10-14.* Retrieved from <https://www.kcl.ac.uk/sspp/departments/education/research/aspires/ASPIRES-final-report-December-2013.pdf>

<sup>2</sup> National Foundation for Educational Research (NFER) report prepared for the Wellcome Trust (2011) *Exploring young people’s views on science education* Retrieved from [https://wellcome.ac.uk/sites/default/files/wtvm052732\\_0.pdf](https://wellcome.ac.uk/sites/default/files/wtvm052732_0.pdf)

<sup>3</sup> Parliamentary Office of Science and Technology. (2013). STEM education for 14-19 year olds. *Postnote, 430*. Retrieved from

<http://researchbriefings.files.parliament.uk/documents/POST-PN-430/POST-PN-430.pdf>

## **Appendices**

- Appendix 1 – Proposed budget for Ponds Education Programme

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# Proposed budget for Ponds Education Programme

	£
Basic Pay	31,000
Superannuation	5,000
National Insurance	1000
<b>Total Direct Employee Expenses</b>	<b>37,000</b>
Staff Travelling Expenses	250
Equipment	5500
Materials	5500
Training	300
Stationery	50
<b>Total supplies, services and office expenses</b>	<b>11600</b>
<b>Total Expenditure</b>	<b>48,600</b>
Total Net Expenditure/Income	48,600

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<b>Committee(s)</b>	<b>Dated:</b>
Policy & Resources – For decision	06/07/17
Hampstead heath Consultative Committee	17/07/17
Hampstead Heath, Highgate Wood & Queen’s Park - For information	
Education Board – For Information	20/07/17
<b>Subject:</b> STEM and Policy Education Programme Legacy – Policy Initiatives Fund Application	<b>Public</b>
<b>Report of:</b> Director of Open Spaces	<b>For Decision</b>
<b>Report author:</b> Abigail Tinkler – Learning Manager (Open Spaces) Grace Rawnsley – Head of Learning (Open Spaces)	

### Summary

The Hampstead Heath Ponds Project was a complex engineering and landscaping project which stimulated a great deal of interest within the local community. In 2014, the Policy and Resources Committee agreed to fund a 3 year education programme alongside this engineering project, to capitalise on the opportunities for learning the project presented in particular STEM subjects (science, technology, engineering and maths) and public policy and debate.

The 3 year project successfully engaged with over 3000 secondary school students from the local community, 850 primary school students, and partnered with BAM Nuttall, the Royal Geographical Institute and the Museum of London. It is proposed that an additional year of funding be granted to embed the legacy of the project in the local community secondary schools. The next stage of the project will further enable school access by addressing the barriers of timetable restrictions and large year group sizes by providing teachers with the flexibility to run the activities themselves at a time which works for them.

This is line with the City’s educational strategy and related initiatives, and will complement the existing work of the learning team.

### Recommendation(s)

It is recommended that:-

1. The Hampstead Heath Consultative Committee, Hampstead Heath, Highgate Wood & Queen’s Park Committee and the Education Board support an application to the Policy Initiatives Fund to extend the STEM & Policy Education Programme for a further year

2. The Policy & Resources Committee approve that the Ponds Project Education Programme be funded for one additional year at a cost of £48,600 which can be met from the Policy Initiatives Fund, categorised as “Communities” and charged to City’s Cash.

## **Main Report**

### **Background**

1. The Ponds Project was a project at Hampstead Heath to reduce the risk of pond overtopping, embankment erosion, failure and potential loss of life downstream in line with the Reservoirs Act 1975 while meeting the obligations of the Hampstead Heath Act 1871.
2. In 2014, the Policy and Resources Committee agreed to fund a 3 year education programme to capitalise on the learning opportunities presented by the engineering project.
3. Research demonstrates that it can be difficult for young people to see links between what they learn in school and what they will be doing in the future, including the benefits of science education for future progression and career pathways.<sup>1,2</sup> Using Hampstead Heath and the Ponds Project as a real case study allowed students to make stronger links between theoretical and practical learning.
4. The number of young people entering into further STEM studies and careers continues to be smaller than other areas of learning.<sup>3</sup> There are strong indicators that young people are more likely to study STEM if they gain a broader understanding of career paths, see STEM as relevant to everyday life, and are engaged in practical activities.<sup>2</sup>

### **Current Position**

5. Over 3000 secondary school students and 850 primary school students have participated in learning activities around STEM subjects and public debate in science using the ponds project as a case study to bring learning alive.
6. 98% of teachers participating in the sessions reported that their learning objectives were met and 88% felt that their students made substantial progress in their learning. 67% of students who participated felt they had learned more about how humans impact the environment and 57% reported their intention to take positive action for the environment in the future.
7. The project is also developing legacy resources which raise career aspirations for young people studying STEM through a set of online films and resources for teachers and students.
8. However, learning from the current 3 year project has identified that barriers still exist with engaging secondary schools in learning outside the classroom. Large year group sizes, timetable restrictions, funding and pressure around exams all lead teachers to choose not to attend sessions outside the classroom.



9. Overall the project has enabled us to develop a variety of learning programmes which engage students with the Heath and enhance the National Curriculum. The programmes have been received positively by teachers and students, and we now want to create a legacy resource which will enhance access and engagement levels by introducing flexibility, recognising the specialist expertise of secondary school teachers, and minimising financial costs for schools.

## **Proposals**

10. The proposed next stage of the project will further enable school access by readdressing the barriers of timetable restrictions and large year group sizes by providing teachers with the flexibility to run the activities themselves at a time which works for them.
11. We will enable more schools to participate in our programmes through an approach which:
  - a. provides flexibility in dates and times
  - b. harnesses the expertise of school specialist-subject teachers in leading sessions
  - c. supports sustainability through minimal charges to schools
  - d. links to the National Curriculum
  - e. supports students to see the relevance and application of their learning, including showcasing career paths
  - f. utilises the rich and unique resources of the Heath, widening access and building a connection with green spaces
  - g. enables more students to benefit from resources created within our specialist learning team (CoL Open Spaces)
12. We will provide teachers with a menu of themed activities which they can access on our website. Themes will include environmental change, ecosystems, working scientifically and careers, and the activities will be designed to link the classroom, the Heath and the wider world.
13. Teachers will be able to combine these activities to create their own structured days on the Heath and incorporate them within their schemes of work. The sessions will be designed by our specialist learning team and delivered by school teachers both at school and on the Heath. This will utilise the expertise of teachers and the OS learning team, as well as providing teachers with flexible times and dates.
14. There will be an option of hiring activity equipment from the Education Centre for some of the activities on the Heath, and these will be subject to a small charge. Bookable, facilitated sessions will also be available as part of this wider secondary school offer.
15. Online resources will include videos of staff talking about their work, its relevance, and the skills and knowledge involved. This will support students

in linking their learning to careers and the wider world – something which research has shown to be a challenge for many students. Additionally, students will be supported in linking learning on the Heath with learning in the classroom, which will strengthen their learning journeys.

16. The outputs of the project will include:
  - a. 20 themed activities available to download from our website (for use on the Heath and in the classroom).
  - b. 3 bookable, facilitated sessions for secondary schools incorporated within our Hampstead Heath school programme.
  - c. 3 bespoke training sessions to equip our Education Ranger team in facilitating the secondary schools sessions
  - d. 6 videos of our staff which will raise aspirations and inspire further studies and careers related to science, geography and green spaces.
  - e. 6 types of equipment sets with activities, available to hire and use on Hampstead Heath.
  - f. A new landing page and associated pages on our website specifically for secondary schools. The website will enable teachers to search on themes, school subjects and activity type.
17. Costings for the project are under £50,000. Please see appendix one for costings.
18. The ponds education project legacy proposal will make an important contribution to the Open Spaces Learning Strategy and the Corporate Education Strategy. The learning strategy articulates a clear vision to connect people more powerfully to their local green space through meaningful and engaging learning activities. The strategy identifies the five impact areas of understanding, confidence, involvement, wellbeing and connection as key to achieving this vision.
19. The Ponds Education Project will play a significant role in delivering these impact areas, with an emphasis on understanding, confidence and connection. Through our creative learning activities, we will enable students to develop their understanding of specific, relevant areas of the National Curriculum, and to build an understanding of the relevance and application of their learning. In addition, our activities will enable students to make connections experientially with green spaces, which act as a rich stimulus for their creative thinking and learning. Finally, by working closely with teachers and reflecting on feedback from our audiences, our programmes will provide experiences which are both challenging and achievable, and the personal achievement experienced by participants will help to build confidence.

### **Corporate & Strategic Implications**

20. The Ponds Project Educational outreach work supports the City's vision for "high quality, accessible and responsive services benefiting its communities, neighbours, London and the nation", and specifically supports KPP5

“Increasing the impact of the City’s cultural and heritage offer on the life of London and the nation”.

21. The project supports the aspirations of the City of London Education Strategy 2016-2019, particularly in respect of strategic aim 1) Ensuring that the City Corporation’s outstanding cultural and historical resources enrich the creative experience of all London’s learners; specifically by the Prioritised Action to Promote the national STEM (science, technology, engineering and maths) education agenda through working in partnership across our venues; and strategic aim 3) Develop excellent employment opportunities and pathways and specifically by the Prioritised Action of Work-related learning and work interactions.

## Implications

22. It is anticipated that the programme will cost a total of £48,600 to fund a project officer, development of specialist resources including videos, and materials and equipment.
23. The proposed costs can be met from the Policy Initiatives Fund, categorised as “Communities” and charged to City’s Cash.
24. The current uncommitted balance available within your Committee’s Policy Initiatives Fund amounts to £168,100 prior to any allowance being made for any other proposals on today’s agenda.

## Conclusion

25. The proposed next stage of the project presents an excellent opportunity to embed the learning and achievements of the current 3 year programme using innovative approaches. In particular, the project will focus on developing flexible and sustainable solutions to engaging with secondary schools, creating relevance for in class learning, showcasing STEM career paths, and supporting teachers to take learning out of the classroom. This supports the City of London’s Education Strategy.

## References

<sup>1</sup> Archer, L., Osborne, J., DeWitt, J., Dillon, J. & Wong, B. (2013). *ASPIRES. Young people’s science and career aspirations age 10-14.* Retrieved from <https://www.kcl.ac.uk/sspp/departments/education/research/aspires/ASPIRES-final-report-December-2013.pdf>

<sup>2</sup> National Foundation for Educational Research (NFER) report prepared for the Wellcome Trust (2011) *Exploring young people’s views on science education* Retrieved from [https://wellcome.ac.uk/sites/default/files/wtvm052732\\_0.pdf](https://wellcome.ac.uk/sites/default/files/wtvm052732_0.pdf)

<sup>3</sup> Parliamentary Office of Science and Technology. (2013). STEM education for 14-19 year olds. *Postnote, 430*. Retrieved from

<http://researchbriefings.files.parliament.uk/documents/POST-PN-430/POST-PN-430.pdf>

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- Appendix 1 – Proposed budget for Ponds Education Programme

### **Abigail Tinkler**

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<b>Committee</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood & Queen's Park Committee	17072017
<b>Subject:</b> Superintendents Update	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Decision</b>
<b>Report author:</b> 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 Division since May 2017.

## Recommendations

It is recommended that:

- Members note the contents of this report.
- Members to agree the proposal for licencing an Eruv pole, para 13;
- Members to agree the revised Drone Guidance appended to this report;
- Members to agree the revised Tennis Regulations for Hampstead Heath & Queen's Park.

## Main Report

### City of London (Open Spaces) Bill 2016

1. Progress through the House of Commons has been delayed due to the General Election. It is hoped to revive the Bill's Parliamentary passage and complete its stages through the House of Commons either prior to the Summer Recess or soon thereafter.

### Management Plan Engagement

2. The engagement process to develop a community vision for Hampstead Heath was completed in June 2017. The aim of the community vision is to paint a picture of the best ways the Heath can continue to enrich our lives now and

long into the future. The vision will guide our work to develop a 2018 - 2028 Management Plan by April 2018.

3. The Superintendent is pleased to report that over 1340 surveys were completed. This is in addition to approximately 200 people who came along to share their ideas in person at one of six pop-up consultation stalls, or who participated in one of the vision workshops or focus groups conducted during April and May by Groundwork London.
4. A diverse range of views were expressed and the Consultant has distilled these to create a draft community vision for Hampstead Heath that encapsulates the many aspirations and ideas that were shared. Submissions have been overwhelmingly positive and affirming, providing a wealth of aspirational data and a strong foundation of good will for developing the 2018 Plan and guiding management over the next ten years.
5. The Consultant will present a report on their findings and a draft vision statement to the Hampstead Heath Consultative Committee for discussion at the extraordinary meeting on 17th July 2017. A full report and proposed vision statement will be presented to the Hampstead Heath, Highgate Wood & Queen's Park Committee on 25 September 2017.
6. The next stage of the project will see development of an outcomes framework and high level management strategies in the context of the community vision for the Heath.
7. It is proposed that a full report on progress on the 2018 Plan be submitted to the Hampstead Heath Consultative Committee for consideration in January 2018, and subsequently to the Hampstead Heath, Highgate Wood & Queen's Park Committee for review and endorsement.

## **Events**

8. Members are invited to 'Give it a Go!' on Sunday 16 July, 1-5pm at Parliament Hill. Held in partnership with Camden Council and Mayhew Animal Home. A range of games, sports coaching, dance, well-being and children's activities will be available for members of the public to try.
9. Weddings and Civil Ceremonies - The first ceremony of 2017 took place on 7 April. 16 ceremonies are booked to take place this year. From August the Weddings and Civil Ceremonies will only take place in the Hill Garden, as the City Surveyor commences works to replace the oak timbers between the Belvedere and Rotunda structures. The work is scheduled to commence on 7 August for a period of 12 weeks.

## **Cycling**

10. The Highgate Wood, Conservation & Trees Manager and the Superintendent met with 'Heath for Feet' representatives in late March to discuss shared walking and cycle paths on Hampstead Heath.



11. Taking account of feedback from Members, the intention now is to combine the cycling group and 'Heath for Feet' into a Working Group and to arrange an inaugural meeting in September 2017. 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 existing shared-use paths and strategies to promote responsible cycling on the Heath.

## **Eruv**

12. During late 2016, the Superintendent received two proposals for works on Hampstead Heath that are related to the Highgate & Muswell Hill Eruv and the Camden Eruv.
13. The Consultative Committee considered the proposals on the 7 January and 11 March 2017 walks. The Management Committee visited the Wind Mill Hill location on the 5 May 2017.
14. The Comptroller & City Solicitor has advised that in relation to any fencing or other additional structures to be erected on the Heath itself, the City of London would have to be satisfied that the proposals were in accordance with our Statutory duties under the Hampstead Heath Act 1871, in particular section 12:-

Subject to the provisions of this Act, the Board shall for ever keep the Heath open, uninclosed, and unbuilt upon, except as regards such parts thereof as are at the passing of this Act inclosed or built on, and shall by all lawful means prevent, resist, and abate all encroachments and attempted encroachments on the Heath, and protect the Heath, and preserve it as an open space, and resist all proceedings tending to the inclosure or appropriation for any purpose of any part thereof.

and section 16:-

The Board shall at all times preserve, as far as may be, the natural aspect and state of the Heath...

15. If the Management Committee were minded to allow the Eruv Committee to install and maintain fencing or other structures on the Heath then a licence would be required.
16. Following discussions with both the Consultative and Management Committees, the Superintendent has provided feedback to the applicant on the initial proposals. The applicant has now revised the proposal to use the existing lamp columns along Hampstead Lane to support the Eruv. The updated proposal therefore, avoids the need for sections of fencing on Hampstead Heath and poles to support the Eruv over the access to Athlone House Gardens and the Kenwood Nursery Yard. A pair of poles will still be necessary to continue the Eruv over the Cut Through Alley but these posts will be positioned at the back of the pavement on the Public Highway. Please see

Appendix 1, a plan showing the location of the lamp columns, and a picture of one of the lamp columns which it is now proposed for the Eruv.

17. The Wind Mill Hill proposal remains unchanged, and the Superintendent is seeking Members agreement to grant a licence to the Eruv Committee for a single 4 metre pole on the boundary of the Heath adjacent to "Capo di Monte". Please see a plan attached at Appendix 2.

## **Planning**

18. The London Borough of Barnet published a planning brief to seek public opinion and to establish development parameters for the redevelopment of Golders Green Bus Station and Underground Station. The Superintendent submitted a Letter of objection on 25/05/17 highlighting the impact of any tall buildings on surrounding heritage assets and open spaces.
19. The London Borough of Barnet responded stating, "it is clear from the high volume of representations that the draft Planning Brief cannot be progressed without significant revision and further consultation".
20. Land Adjacent to Jack Straws Castle North End Way London NW3 7ES (ref. 2017/2064/P, 2017/2171/P & 2017/1353/P) – Proposal to erect two houses to the rear of the car park, resulting in the reduction of car parking spaces from 11 to 7. A letter of objection has been submitted to the London Borough of Camden, on the basis of the visual impact of the proposed development from the Heath, and the impact of parking pressure from the reduction of parking spaces associated with Jack Straws Castle.
21. The Superintendent held a meeting with London Borough of Camden Planning Officers on 27/06/2017 to discuss the applications, along with Members of the Heath & Hampstead Society. The above key issues were raised with Camden, who confirmed they would consider them along with their concerns about the design of the development, the impact on the listed building, residential amenity standards, as well as considering the Basement Impact Assessment and the views of their Transport Engineer.
22. Chester Court, Lissenden Gardens (ref. 2017/1353/P) – Proposal to install six antennas within three glass-reinforced plastic enclosures and three equipment cabinets. The Superintendent submitted a letter of objection on 26/05/17, with key issues being the siting of the enclosures on the building and their visibility from the Heath, inconsistency of development with existing local character and roofscapes, and the impact on the Dartmouth Park Conservation Area.
23. Planning permission was refused on 08/06/2017 due to inappropriate siting on edges of roof, excessive size and bulk would result in highly visually prominent and incongruous development, harming visual appearance and character of building, particularly in views from Parliament Hill Fields, and failure to preserve or enhance the character and appearance of the conservation area.

## **Hampstead Heath Ponds Project**

24. At the ICE London Civil Engineering Awards Ceremony on 25 May 2017, the Hampstead Heath Ponds Project won the Community Benefit Award. The award reflects the way in which the engineering project continues to benefit the community, both through increased resilience to flooding and improvements in the landscaping, ecology and water quality.
25. The fences around the Catchpit, Pryors Field haul route and the Tumulus have been removed and desire line paths cut through the areas. A table setting out the arrangements is attached as Appendix 3.

## **Oak Processionary Moth**

26. A total of 94 OPM nest trees which have been located across Hampstead Heath since they were first recorded in 2015. Additionally, two further nests have been located and removed from Queen's Park this year. There are currently no recorded nests located within Highgate Wood, but it is highly likely that there will be undiscovered nests.
27. In 2015 a total of 13 trees were affected, this increased to 20 trees in 2016 and so far in 2017 61 trees and affected. The first two years saw one or two nests per tree, but this year has seen a sharp increase in nest numbers with some trees being found with up-to 8 nests.
28. Trees with nests close to the ground have been cordoned off and information about OPM is displayed. All of this year's caterpillars and nests will be removed from the identified trees by specialist contractors during the first two weeks of July.
29. The 2015 & 2016 trees and the oaks within a 50m radius were sprayed in the spring, both in 2016 & 2017 using the biological growth regulating insecticide BT (*Bacillus thuringiensis*). It is noted that there have been no repeat nesting on the sprayed trees. All of this year's nests have been located on trees outside of the spraying zones.
30. Hampstead Heath is currently outside of the OPM Management Core Zone and is designated as being in the Control Buffer Zone. Due to this status the City of London has been subject to a Statutory Plant Health Notice to control the caterpillars and nests for the last two years.
31. A decision will be made by the Forestry Commission and DEFRA later this year as to whether Hampstead Heath will remain in the Control Buffer Zone and be required to continue the spraying in 2018
32. Please find attached at Appendix 4 a map showing the number of trees affected over the last three years.

## **Drones**

33. Taking account of the feedback from Members of the Consultative Committee, and following further discussions with the Comptroller & City Solicitor the guidance on the use of drones has been updated and is attached at Appendix 5.
34. The Superintendent is recommending the Drone Guidance is approved by Members. The City Corporation will continue to monitor the use of drones on the Heath, and will report back to Members their findings and any issues arising. If necessary, the City Corporation will consider applying for additional powers, e.g. byelaws, to restrict the use of drones on the Heath, enforceable by the Hampstead Heath Constabulary.

## **Green Flag & London in Bloom**

35. Green Flag judging has taken place across Hampstead Heath, Highgate Wood & Queen's Park. The awards will be announced on Tuesday 18 July 2017. For the London in Bloom Awards a combination of mystery shopping and judging has been taking place at Golders Hill Park, The Hill Garden and Pergola and Queen's Park. The awards will be announced on the 22<sup>nd</sup> September 2017.

## **Tennis Regulations**

36. The Hampstead Heath Sports Forum discussed the Hampstead Heath Tennis Regulations on 22<sup>nd</sup> May 2017. The regulations have been updated to include information about ClubSpark, the online tennis booking system. Taking account of feedback received from Members of the Sports Forum the regulations have been amended. A copy of the revised Hampstead Heath Tennis Regulations are attached at Appendix 6. The Superintendent is recommending that Members approve these regulations for Hampstead Heath. (Queen's Park Tennis Regulations will reflect the Hampstead Heath Tennis Regulations.)

## **Appendices**

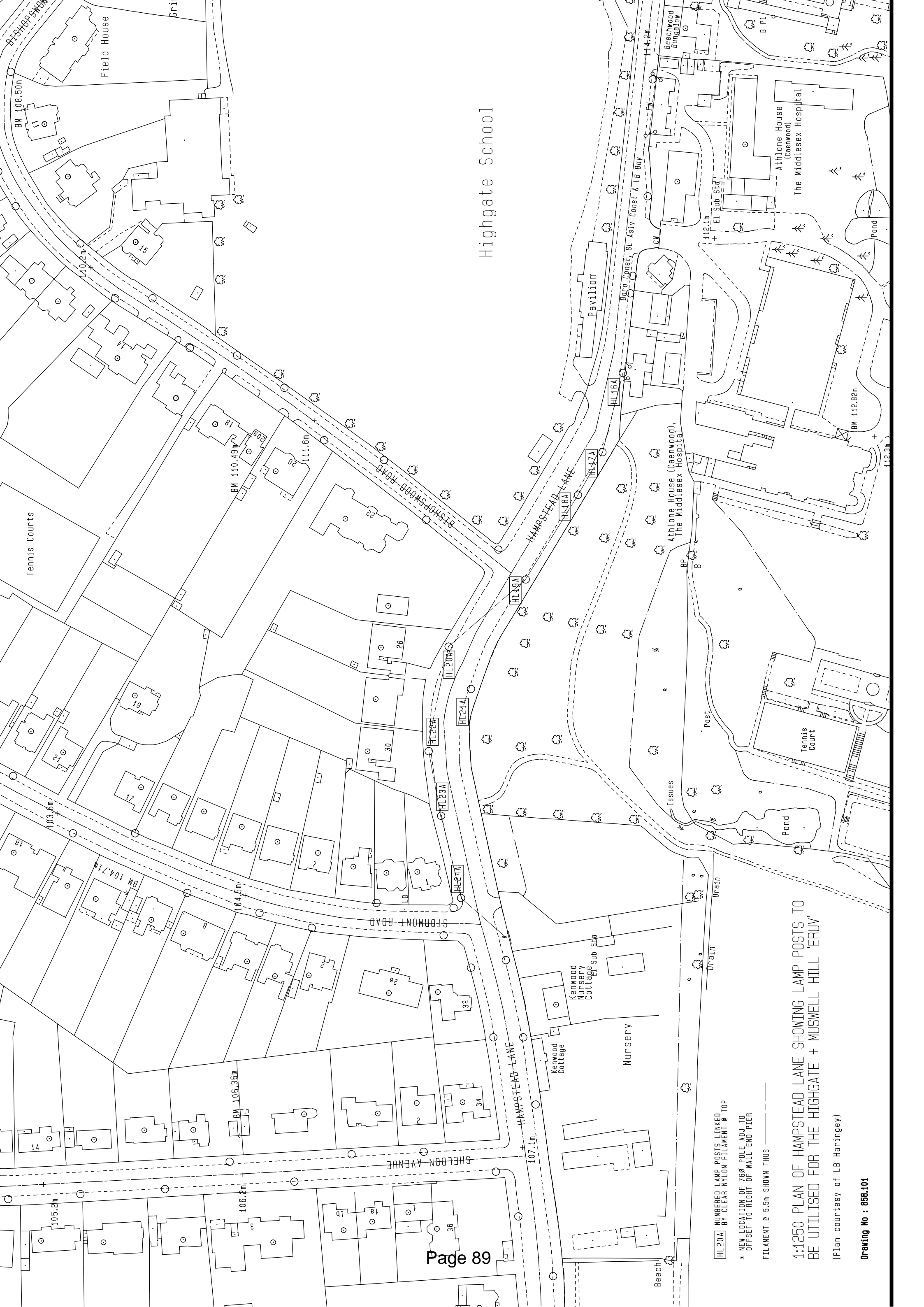
- Appendix 1 – Eruv – Hampstead Lane
- Appendix 2 – Eruv - Windmill Hill
- Appendix 3 – Plan for restoring public access to Catchpit, Pryors Field and the Tumulus.
- Appendix 4 – OPM Distribution across Hampstead Heath
- Appendix 5 – Drone guidance document
- Appendix 6 – Hampstead Heath Tennis Regulations

## **Bob Warnock**

Superintendent of Hampstead Heath

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Highgate School

HL200A NUMBERED LAMP POSTS LINKED BY CLEAR NYLON FILAMENT @ TOP

\* NEW LOCATION OF 76Ø POLE ADJ TO OFFSET TO RIGHT OF WALL END PIER

FILAMENT @ 5.5m SHOWN THUS

1:1250 PLAN OF HAMPSTEAD LANE SHOWING LAMP POSTS TO BE UTILISED FOR THE HIGHGATE + MUSWELL HILL 'ERUV'

(Plan courtesy of LB Haringey)

Drawing No : 858.101

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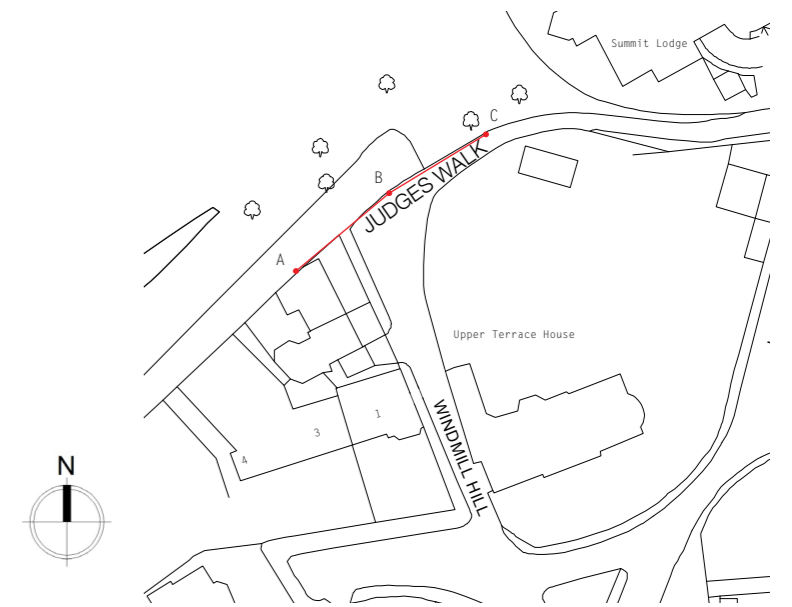
LOCATION A WITHOUT POLE



LOCATION A WITH POLE

DESCRIPTION:

A 4-metre high, white painted 76 dia pole adjacent to the north flank wall of “Capo di Monte” approx 90mm from the face of the wall.



LOCATION PLAN SCALE 1:1250

DRAWING REF: 868.28A.1

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## Ponds Project: Plan for restoring public access to Catchpit and Tumulus and Pryors Fields

This table details the schedule for providing public access to the Ponds Project areas at the Catchpit, Tumulus and Pryors Field. Dates for completion are weather-dependent.

AREA AND SUMMARY	TASK	TARGET DATE FOR COMPLETION	NOTES
<b>Catchpit</b>	Cut path along top of dam; remove fence each end, allowing access.	mid/late June	Turf well developed on downstream face, good wild flowers; sown areas on upstream face mostly well developed, some wild flowers.
	Remove remaining fencing.	late June/ early July	
	Cut both faces of dam, removing arisings.	August	
<b>Pryors Field</b>	Haul road: remove fencing, but fence off southern end by compound.	mid/late June	Haul road – reasonably well developed sward.
	Upper part of compound: erect fence from lower part of compound; remove rest of fencing; mow paths through area.	mid/late June	Upper part of compound: sward well-developed; some seedling wild flowers.
	Upper part of compound: cut and bale.	August	
	Lower part of compound: review sward development.	Keep under review	Lower part of compound: still not total grass coverage, with large semi-bare area near willow trees.
	Prepare and re-seed area used as path for crossing haul road before fencing was removed.	August/September	May have re-vegetated naturally by then.

## Ponds Project: Plan for restoring public access to Catchpit and Tumulus and Pryors Fields

<b>Tumulus Field</b>	Mow paths through compounds; open up crossing points over existing path for new paths; remove all fencing apart from round existing path; fence end of existing path.	July	Yellow rattle emerging, monitoring for other spaces.
	Cut & bale most of lower compound: cut most of 'wild flower areas' later.	July	Some areas were sown with more wild flowers than others; most of these should be left uncut till later.
	Cut & bale upper compound.	August	
	Cut & bale all areas not cut earlier.	August	

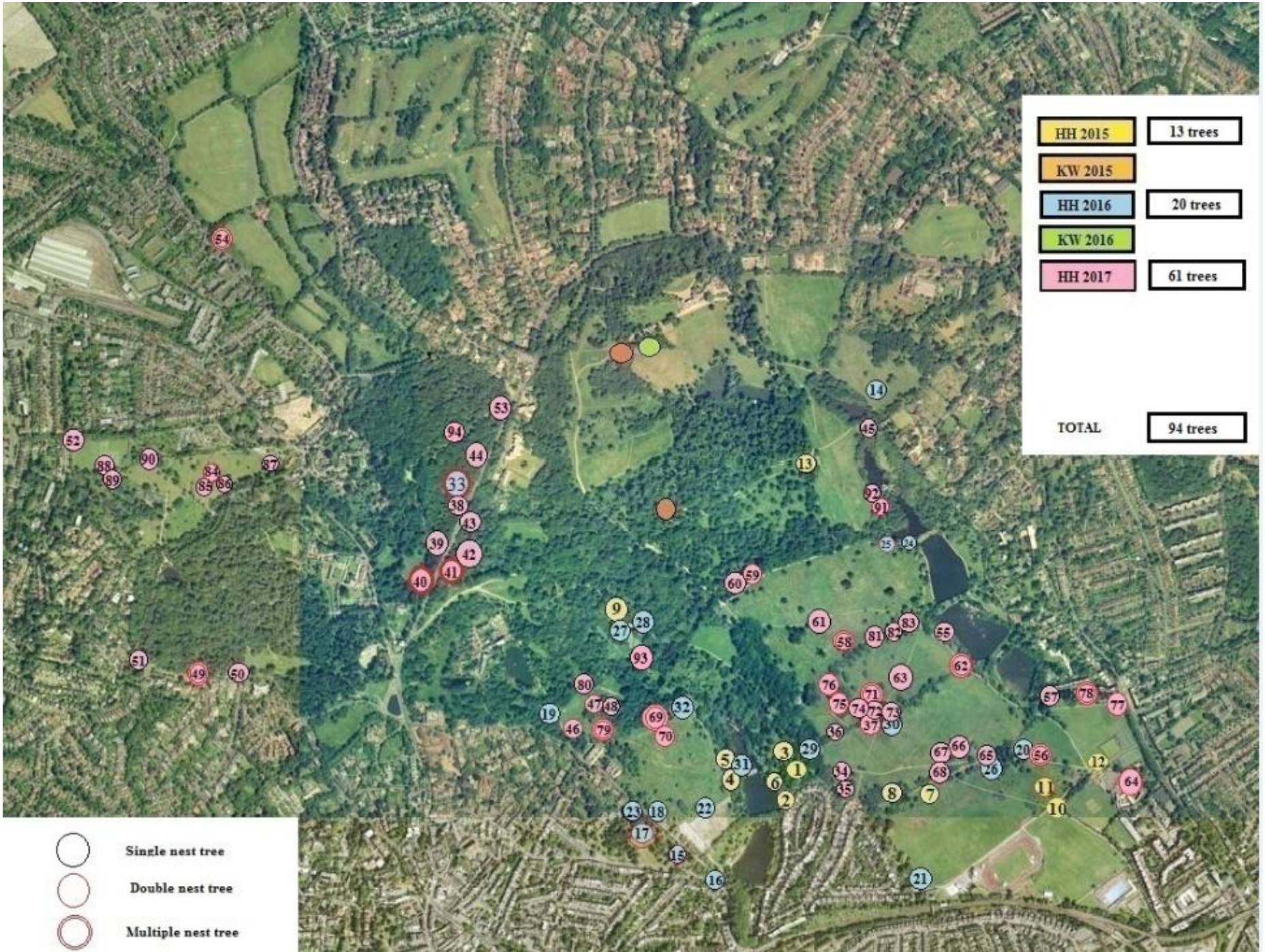
### **Fencing of the aquatic vegetation**

The majority of the bankside fencing of the aquatic vegetation will have to remain in place to prevent dogs and people from entering the areas. Exceptions are where there is no public access, as for example at alongside the dam at Hampstead no 1 Pond, where the bankside fence has already been removed.

It is intended to remove a proportion of the waterside fencing in due course. What can eventually be taken down is restricted by several factors. Aquatic vegetation can be heavily grazed by water birds, especially geese, and dogs enter ponds and swim round to gain access to the wetland vegetation from the water side, getting stranded, disturbing wildlife, and damaging plants. For example dogs severely damaged vegetation by the Men's Pond spillway. There are also ecological reasons for keeping some areas fenced off from water birds.

At present caution is being applied as some areas of planting are not yet fully established. Two large panels of fencing have been removed at the Boating Pond to allow birds to access the island (the gaps created have since been denuded of all vegetation by birds), and elsewhere small holes have been made in some of the fencing to allow smaller birds such as coots and moorhens to enter.

A review is shortly to be undertaken to assess what fencing can be removed and when. It is likely that fence posts will remain in place for some time where fencing is removed so that the fencing can be reinstated if necessary.



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# Hampstead Heath Drone Guidance 2017

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## Introduction

The City of London Corporation manages Hampstead Heath for the recreation and enjoyment of the public. This guidance has been written in response to Heath users' concerns for their privacy, tranquillity and safety arising from the use of drones on the Heath.

Hampstead Heath's mosaic of habitats provides an invaluable resource for wildlife just six kilometres from the centre of London. It is of national as well as regional importance. Because of the Heath's special character and the importance of its ecology, the City Corporation is particularly aware of the potential issues of flying a drone here, including:-

- causing harassment, alarm and distress to other Heath users;
- affecting the privacy of other Heath users by filming them without their permission;
- otherwise impacting on the quiet enjoyment of the Heath by other users;
- causing alarm and distress to wildlife, such as birds, which are sensitive to disturbance;
- in extreme cases, creating a risk of injury to Heath users, or wildlife, or damage to property;
- issues arising from the close proximity of neighbouring residential and business properties.

The aim of this document is to provide clarity about the current law and to ensure a consistent approach to drone usage on the Heath. The use of drones is governed by the Air Navigation Order 2016 ("ANO") which can be viewed at <http://www.legislation.gov.uk/ukxi/2016/765/contents/made>.

In simple terms, a camera drone may not be flown on or even close to the Heath without a permission from the Civil Aviation Authority ("CAA"). **Therefore, the use of drones on Hampstead Heath is banned in most circumstances.** A more detailed explanation is set out below.

## What the law says

A small unmanned aircraft (or "**drone**") means any unmanned aircraft, other than a balloon or a kite, having a mass of not more than 20kg without its fuel but including any articles or equipment installed in or attached to the aircraft at the commencement of its flight.

A small unmanned surveillance aircraft (or "**camera drone**") means a small unmanned aircraft which is equipped to undertake any form of surveillance or data acquisition.

## **Restrictions on the use of drones**

Under article 94 of the ANO, a person in charge of a drone:-

- may only fly the aircraft if reasonably satisfied that the flight can safely be made;
- must maintain direct, unaided visual contact with the aircraft throughout the flight;
- must not fly the aircraft (if it weighs more than 7kg) within certain types of controlled airspace, without the permission of air traffic control, or otherwise at a height of more than 400 feet;
- must not fly the aircraft for the purposes of aerial work, except in accordance with a permission granted by the CAA.

# Hampstead Heath Drone Guidance 2017

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## **Additional restrictions on the use of camera drones**

Under article 95 of the ANO, a person in charge of a camera drone requires a permission from the CAA to fly the aircraft:-

- within 50 metres of any vehicle, structure or person, or within 30 metres of any person on take-off or landing (excluding the controller, etc.);
- over or within 150 metres of an organised open-air assembly of more than 1,000 persons;
- over or within 150 metres of any congested area.

A “**congested area**” in relation to a city, town or settlement, means any area which is substantially used for residential, industrial, commercial or recreational purposes – having consulted with the CAA and the Metropolitan Police Service (“MPS”), **the City Corporation’s view is that this includes the whole of Hampstead Heath.**

## **Enforcement**

A contravention of any of the applicable provisions of the ANO is a criminal offence. The CAA and the MPS are the relevant enforcement authorities. The role of the Hampstead Heath Constabulary is to advise and educate Heath users about the relevant rules, and to provide evidence of any breaches to the enforcement authorities in appropriate cases.

## **Commercial use of drones**

Where it is proposed to carry out commercial filming on the Heath using a drone, consent must be obtained from the City Corporation, in addition to holding a permission from the CAA. Further information can be found at <https://www.cityoflondon.gov.uk/things-to-do/green-spaces/hampstead-heath/visitor-information/Pages/Filming-on-Hampstead-Heath.aspx>.

## **Data protection**

The Information Commissioner’s Office advises that the use of camera drones has the potential to be covered by the Data Protection Act 1998 and recommends that users of camera drones should operate them in a responsible way to respect the privacy of others. For more information, visit the ICO’s website at <https://ico.org.uk/for-the-public/drones/>.

## **Disclaimer**

Where this guidance offers advice on legal issues, this is given to the best of our understanding. It is not offered as a definitive legal interpretation and is not a substitute for formal legal advice. If formal advice is required you should consult your own legal adviser.

## **Further action**

The City Corporation will continue to monitor the use of drones on the Heath, and any issues arising. If necessary, the City Corporation will consider applying for additional powers to restrict the use of drones on the Heath, enforceable by the Hampstead Heath Constabulary.





# Hampstead Heath

Registered Charity

## Tennis Regulations 2017

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**Introduction**

**Advance Bookings**

**Bookings for Immediate Play**

**Coaching**

**General Conditions – Court Rules**

## Introduction

1. These regulations apply to the tennis courts located on Hampstead Heath at Parliament Hill Fields and Golders Hill Park. All players and visitors are expected to abide by these regulations.
2. These regulations are available on the City of London ClubSpark pages [www.playtenniscityoflondon.com](http://www.playtenniscityoflondon.com). Paper copies will also be available upon request.
3. The City of London will take reasonable steps to ensure that the facilities provided are safe. When playing tennis, you do so at your own risk.
4. All court bookings must be made through ClubSpark [www.playtenniscityoflondon.com](http://www.playtenniscityoflondon.com).
5. Tennis players and visitors are encouraged to share and feedback concerns about the facilities provided by the City of London.
- 6.
7. Tennis Courts are available at the following locations:

### **Parliament Hill Fields, Highgate Road, London, NW5 1QR**

Ten Hard\* Courts - (no floodlighting)

### **Golders Hill Park, West Heath Avenue, London, NW5 XXX**

Four Hard\* Courts – (no floodlighting)

Two Grass\*\* Courts - summer season only, limited availability (see below)

[\*Hard courts are usually available throughout the year.]

[\*\*Grass courts are subject to availability dependant on court conditions. The grass court season starts on the last Saturday in April and concludes in the second Saturday in September. Or such later date in September as the condition and state of the playing surface permits.] These courts are subject to cancellation if the City of London Officer considers the turf conditions to be detrimental.

8. All Hard courts are available for hire from 8:00am, Monday to Sunday. Court availability will finish at a time indicated on ClubSpark.
9. All court bookings are available to hire by the hour and all court bookings will commence on the hour.

10. All court bookings will be made through ClubSpark. Payment for court bookings will be made via the ClubSpark secure online payment portal. When making a booking through ClubSpark, the booker will receive confirmation of their booking to the contact email which they registered with ClubSpark.
11. A concessionary charge is made for courts when used exclusively by children under the age of 16, full time students, pensioners and the unemployed.
12. Proof of eligibility and concession must be produced to a City of London Officer upon request by all of those intending to play on the court.

### **Advance Bookings**

13. Advance bookings for courts may be made by ClubSpark registered users who have purchased an annual registration package. Further information is available on the relevant ClubSpark pages.
14. Pay and Play registered members can book a court up to 48 hours in advance of the game being booked.
15. Anyone may become a registered player by registering via ClubSpark [www.playtenniscityoflondon.com](http://www.playtenniscityoflondon.com). The Annual Registration will be valid for 12 months, this registration enables the booker to make advanced court bookings.
16. Advance bookings can only be made by the registered player; no player can register on ClubSpark twice. Duplicate accounts will be deleted.
17. Players may be asked to show a City of London Officer their proof of court booking. At the time of booking ClubSpark will send an email confirmation of the booking to the contact email address which was used when they registered with ClubSpark.
18. In a seven day period a pay and play registered person can make two x 1 hour bookings.
19. Members with an Annual Registration can make up to five x 1 hour bookings in a seven day period.
20. All advance bookings must be paid for in advance of the tennis court being used. This payment must be completed through ClubSpark [www.playtenniscityoflondon.com](http://www.playtenniscityoflondon.com)
21. If a player cancels a court booking he/she will be liable for the court fee if cancelled under 24 hours from the time of the actual booking

slot. If the courts are closed at the direction of a City of London Officer, then the court booking fees will be refunded by the City of London through ClubSpark. A refund will be applied to the card which was used at the time of booking (it may take up to ten working days for this refund to show on the payment method.)

### **Bookings for Immediate Play**

22. A vacant court can be booked for immediate play by a registered member through ClubSpark [www.playtenniscityoflondon.com](http://www.playtenniscityoflondon.com). Please refer to point 9.

### **Coaching**

23. Private coaching will not be permitted unless written permission is given by the Superintendent of Hampstead Heath.
24. Coaching is available through the City of London licensed, Lawn Tennis Association qualified coaches.

### **General Conditions – Court Rules**

25. Courts will not be reserved for club tournament games unless permission has been granted by the Superintendent of Hampstead Heath.
26. A City of London Officer may stop play whenever it is considered necessary to protect the surface of the courts or for safety reasons if the courts are deemed to be unplayable. If play is already in progress and has exceeded 30 minutes of play, no money can be refunded, however, if play is stopped during the first 30 minutes of play, a full refund will be given.
27. A court cancellation should be made with more than 24 hours' notice prior to the court booking time commencing. Cancellations made within 24 hours of the court booking will be charged the full court fee.
28. In adverse weather conditions the City of London may close the courts due to safety reasons. The booker should contact the City of London t: 020 7332 3773 for Parliament Hill Fields & Golders Hill. Alternatively you can visit [www.playtenniscityoflondon.com](http://www.playtenniscityoflondon.com) to check if play is possible

## DRAFT Hampstead Heath - Tennis Regulations 2017

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- dependent on weather and court conditions or other court closure. The City of London will make a final decision. If the courts are unplayable the City of London will apply a refund to the original payment method.
29. No cash refunds will be given. A refund will be applied to the card which was used at the time of booking (it may take up to 10 working days for this refund to show on the payment method.)
  30. Player's footwear must have soft-soled non-marking tennis shoes with rubber or cord soles and without raised heels. Black soles are not permitted on the courts.
  31. Except by permission of the Superintendent of Hampstead Heath, only lawn tennis may be played on a lawn tennis court.
  32. Except for a reasonable number of players' friends, the general public are not allowed inside the court enclosures. Non-players may not go on or between the courts.
  33. Animals and bicycles are not allowed inside the tennis court enclosures.
  34. Any dispute relating to the booking or use of the tennis courts must be referred to the Superintendent of Hampstead Heath e: [hampstead.heath@cityoflondon.gov.uk](mailto:hampstead.heath@cityoflondon.gov.uk) or 020 7332 3322
  35. A registered player infringing the regulations will be liable to have their registration suspended or cancelled and be excluded from re-registration for a period of up to 12 months.
  36. A no-smoking rule will be adopted on the courts.
  37. Litter bins must be used for the disposal of waste.
  38. Whilst the City of London makes every effort to ensure that the playing surfaces are safe and without obstruction, tennis players should check carefully that the courts are free from debris of any kind before commencing and report any damages to City of London staff.
  39. The City of London accepts no responsibility or liability for any personal injury or loss of property whilst using the tennis courts.
  40. A number of courts will be used throughout the year for sports development opportunities and may be unavailable for booking; permission for this will be granted by the Superintendent of Hampstead Heath in conjunction with City of London Officers.
  41. All written correspondence should be addressed to the Superintendent of Hampstead Heath, City of London, Heathfield House, 432 Archway Road, London, N6 4JH.

<b>Committee</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood & Queen's Park Committee	17072017
<b>Subject:</b>	<b>Public</b>
East Heath Car Park Resurfacing	
<b>Report of:</b>	<b>For Decision</b>
Superintendent of Hampstead Heath	
<b>Report author:</b>	
Declan Gallagher – Open Spaces & Heritage Department	

## Summary

This report informs Members of the options for resurfacing the East Heath Car Park. The project is currently going through the Corporate Gateway Approval Process and it is estimated the works will cost in the region of £365,000.

## Recommendations

### It is recommended that:

- Members agree the proposed option, as detailed in para 11.

## Main Report

### Background

1. A Gateway 1-2 Report was taken to the Project Sub Committee on 31 January 2017. A Gateway 3-4 Options Appraisal report will be prepared for the Project Sub Committee, and subject to approval, will progress to the Corporate Priorities Board for consideration for central funding.

### Current Position

2. East Heath Car Park is used by Heath visitors and can accommodate approximately 120 vehicles in unmarked parking bays. The top and bottom sections of the Car Park are surfaced with asphalt. These sections of the Car Park are most heavily used, and are also necessary to accommodate large vehicles associated with the Hampstead Heath fairs. The middle section of the Car Park is surfaced with Coxwell Gravel - a loose material that gets washed off in periods of heavy rain and runs to the southern corner of the site and onto East Heath Road, causing potentially dangerous driving conditions for cyclists and motorised vehicles and a slip / trip hazard for pedestrians.
3. As a temporary mitigating solution during the working day only, Hampstead Heath staff place coir matting rolls along the lower reaches of the Car Park to slow down run-off and help trap the gravel material. Heath Rangers also refill potholes and gullies with the material that has been trapped and top up with new material on an on-going basis.
4. Based on the City Surveyors / Open Spaces & Heritage Department (OSHD) 'Agreed Division of Responsibilities', management of the East Heath Car Park

asset sits with the OS&HD. Additionally, the costs for maintaining the East Heath Car Park are met from the Superintendents Local Risk Budget.

5. Upon completion of the capital works the on-going and cyclical maintenance of the asset will be undertaken and resourced by the City Surveyors Department, as agreed with their Operations Division Building Surveying Project Team.

### **Feasibility Study**

6. A feasibility study has been undertaken, to look at the various options for re-surfacing of the Car Park. The scope of the study included:
  - Investigate the sustainable urban drainage options, including a permeable surface and discharging treated water directly into Hampstead No. 1 pond;
  - Investigate the three Car Park surface options for consideration;
  - Liaise with the manufacturers to determine maintenance requirements and costs;
  - Prepare a 'Drainage and Car Park surfacing options' report, to include the following sections:
    - Indicative programme for the proposed drainage system and each of the three surface options;
    - Description of the drainage and surfacing options (including advantages and disadvantages);
    - Lifespan, maintenance and costs;
    - Explanation of how the preferred drainage and surfacing options will be compatible;
    - Conclusions and recommendations.
  - In addition, the finished surface must be able to accommodate heavy 'fairground' vehicles and allow for marking out parking bays discreetly, including the allocated disabled parking bays. The surface must also be suitable for visitors with restricted mobility.
7. A copy of the feasibility report is attached (see Appendix 1).

### **Consultation**

8. Members of the Hampstead Heath Consultative Committee undertook a site visit to Keats House to view a Resin Bound surface and to the Heath to view examples of Asphalt and Chip surfaces as part of the Committee walk on 17 June 2017.
9. Having consulted colleagues and from previous experience, the Superintendent has reservations in relation to the long term durability of a Resin Bound surface for a heavy use Car Park.
10. At the Hampstead Heath Consultative Committee meeting on 19 June 2017 Members expressed support for an Asphalt and Chip surface, with a sandy coloured chip, to match the colour of the existing surface.



## **Proposal**

11. The Superintendent is seeking agreement from Members in relation to Option 2 - Asphalt and Chip finish, as outlined in the appended feasibility report. This option is in keeping with the preferred path surfacing finish across the Heath. A comprehensive positive drainage system will be installed to manage surface water run-off from the Car Park.

## **Corporate & Strategic Implications**

12. The City has the power to provide parking spaces on the Heath, whilst also being subject to a general duty to preserve, as far as may be, the natural aspect and state of the Heath. The City has a duty of care to visitors using the Car Park under the Health and Safety at Work etc. Act 1974 and the Occupiers' Liability Act 1957. If material from the car park is washed on to the highway and causes an accident then the City could potentially be liable in tort for any injuries sustained.
13. The project has been identified in the Open Spaces & Heritage Department Business Plan 2016/17 - 2019/20.

## **Financial Implications**

14. The City Surveyors Department will project manage the construction of the works. Estimated costs for the project are in the region of £365,000. The funding of the Project is subject to an application to the Corporate Priorities Board to secure funding.

## **Appendices**

- Appendix 1 – Car Park Surfacing and Drainage Options Report.

## **Background Papers**

- Gateway Projects – East Heath Car Park / Peggy Jay & Adventure Outdoor Play facilities / The Hive Report (9.1.17).

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## CAR PARK SURFACING & DRAINAGE OPTIONS REPORT

East Heath Car Park, Hampstead Heath

for

City of London

June 2017

## Car Park Surfacing and Drainage Options Report

**East Heath Car Park,  
 Hampstead Heath**

**for**

**City of London**

<b>P3266</b>	<b>Car Park Surfacing and Drainage Options Report, East Heath Car Park, Hampstead Heath</b>
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<b>Revision</b>	<b>Date of issue</b>	<b>Comments</b>	<b>Prepared By</b>	<b>Checked By</b>
1.0	25/05/2017	First Issue	EB	JB
2.0	16/06/2017	Costs revised, further details on construction method and maintenance programme	JB	AC
3.0	21/06/2017	Final comments by Client	JB	DB

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3.0	Description of the Surfacing Options .....	2
4.0	Compatible Drainage Options .....	9
5.0	Recommendations and Conclusions .....	12

## Appendices

<b>Appendix A</b>	<b>Site Location Plan</b>
<b>Appendix B</b>	<b>Pothole Photograph</b>
<b>Appendix C</b>	<b>Ground Trax CellPave 40</b>
<b>Appendix D</b>	<b>Bill of Quantities</b>
<b>Appendix E</b>	<b>Typical details (spray &amp; chip and resin bound options)</b>
<b>Appendix F</b>	<b>Sureset – Resin Bound</b>

## 1.0 Introduction

- 1.1 The Stilwell Partnership has been instructed by the City of London to investigate suitable drainage solutions and three options for a new surface at East Heath Car Park, Hampstead Heath.
- 1.2 As part of this study, we have been asked to set out the advantages and disadvantages of each option, determine maintenance requirements, costs and approximate lifespan. This report first of all sets out the current issues and constraints associated with the car park, and those set out by the Client, and then goes on to outline each surfacing option in more detail and the most suitable drainage solution, before making a recommendation as to which option should be taken forward.
- 1.3 The general limitations of this assessment are that:
  - A number of data sources have been used in compiling this report. Whilst The Stilwell Partnership (TSP) believe them to be trustworthy; it is unable to guarantee the accuracy of the information that has been provided by others.
  - This report is based on information available at the time of preparation. There is potential for further information to become available, which may create a need to modify conclusions drawn in this report.

## 2.0 Current Issues and Constraints

- 2.1 The existing car park is the busiest car park serving Hampstead Heath and as such, a suitable surface is required in order to withstand frequent turning movements. The current surface is a self-binding Coxwell Gravel, which was laid a few years ago – see the site layout in **Appendix A**. This surface has not performed well to the daily operations of the car park – see photo in **Appendix B**. The surface has been dug up in places, leaving numerous potholes, resulting in some of the material being washed away to the south-eastern corner of the car park when it rains, and further onto East Heath Road during prolonged heavy periods of rain.
- 2.2 The City of London has tried to fill the potholes, but the infill material is soon washed away again when heavy rain returns. As a result, the Client requires a new surface to be installed which will deliver suitable natural drainage and provide a surface which will be able to withstand the daily rigours of the car park operations. In addition, the Client would like to keep the colour and texture of the existing car park surface, in order for it to remain in keeping with the surrounding conservation area.
- 2.3 There are sections of tarmac surfacing within the car park; from the entrance heading north to the grassed area to the north of the car park (which provides access for Fairground vehicles) and at the south-eastern corner of the car park for the disabled spaces. Both of these tarmac areas are to remain and repaired where necessary.
- 2.4 The Client has also specified that the new surface adopted must be able to have individual bays discreetly marked out.

### 3.0 Description of the Surfacing Options

- 3.1 Within the brief, the Client set out two options which should be given consideration and stated that one other should be considered. The two which were set out within the brief were 'Groundtrax Cellpav' or similar, with gravel in fill and Asphalt with spray and chip finish. The third option we have considered is a resin bound finish on a macadam surface. A description of each surface, construction programme and cost, the advantages and disadvantages and maintenance issues are outlined below for each option.
- 3.2 It should be noted that we have assumed that the existing tarmacadam sections (linking the site access to the field to the north-east and for the disabled bays at the southern corner of the site) will remain in order to provide a strong construction to support fairground vehicles and provide a level and solid standing for disabled users. We have allowed for the replacement of the surface and binder courses where sections of this macadam surface has broken up and this is included within our cost estimate of each option. It should also be noted that the drainage elements of each option, whilst outlined in the following section (**Section 4.0**), are included within the cost estimates provided in this section.
- 3.3 The Client has requested how long the car park would have to be closed for and, whilst the period of construction may vary from option to option, the answer remains the same. Essentially whether the car park is closed completely, for the duration of the works, will depend upon the Clients' required programme and budget costs. If the car park is closed completely, then each layer can be laid in one go, where as if the Client would like to keep part of the car park open during construction, then the layers will be laid in sections and this will increase costs and extend the programme. For each option below a range of construction periods have been given, with and upper and lower period.

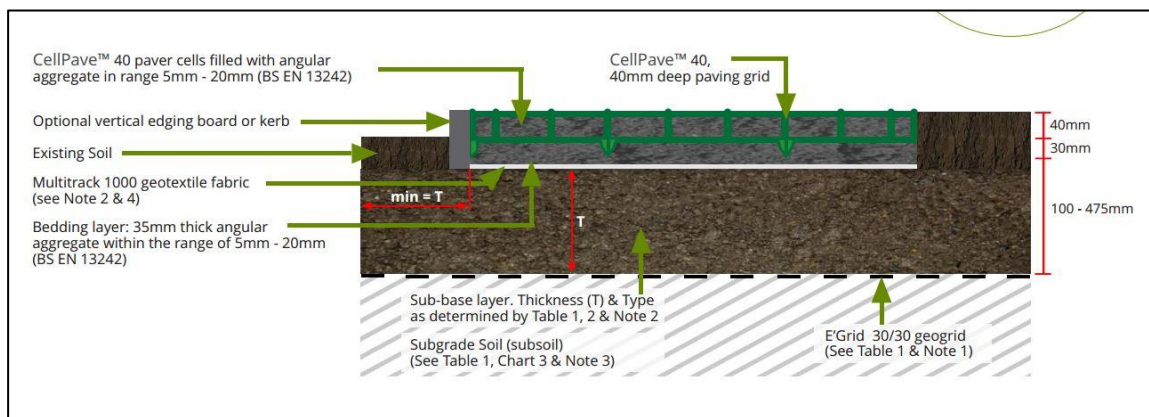
### Option 1 – Groundtrax CellPave 40

3.4 Groundtrax CellPave is an interlocking cellular paving grid system, which can be used for car parks, but is also safe for pedestrians to walk over.

#### Construction programme

3.5 The CellPave tiles would be laid down onto a geotextile fabric, above a prepared sub-base (usually 250mm deep, but soil investigations would need to be undertaken to determine the exact thickness) and a gravel in-fill used within the grid system. A typical cross section from an extract from Groundtrax CellPave 40 installation guide can be seen in **Figure 1** below and **Appendix C**.

3.6 We anticipate that this option could take between 3 to 4 weeks to install, depending upon weather and whether the car park is closed completely or not.



**Figure 1: CellPave 40 Cross Section (Source: Groundtrax)**

#### Cost of construction

3.7 This system would cost in the region of £360,000 to install. A breakdown of the various items (Bill of Quantities) used to estimate this cost of installing this option is included within **Appendix D**. It should be noted that the rates used are based on rates quoted to us on recent projects. However, they may vary significantly when the work is tendered, so the final price should only be used as a guide.

#### Advantages and disadvantages

3.8 The advantages and disadvantages of this system are as follows:

##### Advantages:

- Tiles allow water to pass through, therefore maintaining natural drainage;
- Durable construction;
- Good running surface for vehicles;
- Low cost compared to other options;
- Green - made from recycled PE/PP;
- Would prevent material being washed away into the carriageway, unlike the current scenario with Coxwell gravel.



**Disadvantages:**

- Not compatible with all bases;
- Gravel could be displaced by the movement of vehicles;
- The finished surface is not aesthetically pleasing as the cells can be seen at the surface;
- Difficult to mark-up car parking bays and road markings;
- Tends to be used as a temporary car park solution rather than a permanent car park solution.
- Not suitable for heavy vehicles

**Maintenance issues, costs and programme**

3.9 In terms of maintenance, the main issue would be the dislodging and required topping up of the gravel infill. The anticipated lifespan of this system would be in the region of 10 years, according to the supplier. At which point, some, if not all, of the CellPave tiles would need to be replaced. If vehicles larger than cars or small vans enter the car park, then damage may occur.

3.10 Regular inspection of the surface will need to be undertaken by the parks contractor / groundskeeper to assess whether the gravel infill needs sweeping or re-spreading. However, it may require re-spreading every 3 to 6 months. Maintenance of the drainage elements of this option are outlined in the next section of this report (**Section 4.0**).

**Option 2 – Asphalt with spray and chip finish**

3.11 This method essentially consists of a macadam construction and surface course, with a layer of liquid bitumen laid down before stone chippings are scattered onto the surface. The coloured stone chipping used would match the existing car park surface colour and provide a rustic texture.



**Figure 2: Surface Dressing (Source: Foster Contracting)**

### Construction programme

3.12 The car park construction would include the following layers:

- A spray and chip surface dressing is applied to the surface course;
- 30mm dense bitumen macadam surface course;
- 60mm dense bitumen macadam binder course;
- 100mm dense bitumen macadam road base;
- 250mm type 1 sub base (subject to on site CBR tests).

3.13 Typical details are included within **Appendix E**, which show what a typical section through the spray and chip construction may look like.

3.14 In terms of the time periods required for laying each surface and the drainage, we anticipate that construction could take between 4 and 5 weeks. The spray and chip finish surface dressing should be laid during the summer months and will take approximately 3 days to lay. It should be noted that the surface course of the macadam construction should be left for at least 1 week, but ideally 2 weeks, before laying the chip finish surface dressing.

### Cost of construction

3.15 The cost of this method would be in the region of £365,000 to install. A breakdown of the various items (Bill of Quantities) used to estimate this cost of installing this option is included within **Appendix D**. It should be noted that the rates used are based on rates quoted to us on recent projects. However, they may vary significantly when we go out to tender, so the final price should only be used as a guide.

### Advantages and disadvantages

3.16 The advantages and disadvantages of this method are as follows:

#### Advantages

- Good running surface for vehicles;
- Good surface for pedestrians;
- Easy to apply clear road markings afterwards;
- The chipping surface gives a more pleasing look to the overall car park.

#### Disadvantages

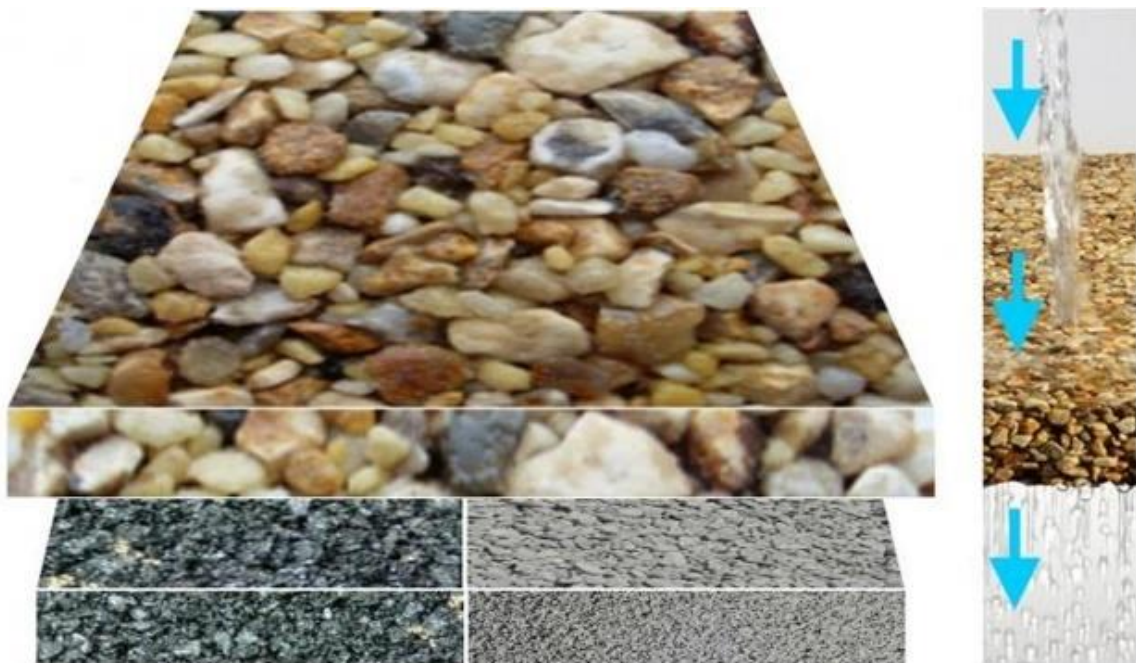
- Possible Maintenance and schedule to re-spray and chip surface could be required after 3 to 5 years;
- In areas of tight manoeuvres there is a tendency for the chippings to be removed which can leave bare patches within the car park;
- The cost of the car park is increased as the spray and chip surface is a straight addition to the basic construction of the car park.
- A full positive drainage system is required with full height kerbs on the low side of the site.

**Maintenance issues, costs and programme**

- 3.17 In terms of maintenance, the main issue would be the spreading of loose chips. Brushing with a soft brush should be undertaken regularly. If they are not cleared regularly, there is a danger that they could get thrown up into the air and washed away into the south-eastern corner of the car park, potentially blocking up the drainage system. After a number of times of spreading the chips, they will become more embedded and fewer sweeps will be required.
- 3.18 The spray and chip finish should be reapplied after 5 to 6 years, after which the dressing should last for a further 10 years. However, it is important that the chips are swept and spread about the car park regularly. With the exception of the redressing, the regular (say every few months or so) monitoring and spreading / sweeping of the loose chips can be done by the parks regular maintenance contractor / groundkeeper. Maintenance of the drainage elements of this option are outlined in the next section of this report (**Section 4.0**).

**Option 3 – Resin Bound finish**

- 3.19 With this system, a resin bound aggregate is mixed with a clear resin on site so that each particle is completely coated with the resin. See **Figure 3** below and **Appendix F**. Once the resin and aggregates are fully mixed they are applied to the tarmac base and laid to give a permeable, smooth and durable finish. The finished depth of the bound system usually varies between 12mm and 24mm. The aggregate used would be of a similar colour to the existing car park surface.



**Figure 3: Resin Bound Aggregate (Source: Sureset)**

**Construction programme**

- 3.20 The resin bound layer would be laid on top of a new porous tarmacadam surface, which would include; a geotextile membrane below a 300mm clean stone, below a 100mm base course and 60mm asphalt concrete binder course. Typical details are included within **Appendix E**, which show what a typical section through the resin bound permeable construction may look like.

3.21 The resin bound layer could take around 10 days to lay and it can only be applied during summer months. Sureset state that they can normally lay around 300sqm per day during the summer. The total resin bound surface construction, including the tarmacadam construction, drainage and resin bound layer, could take between 4 to 6 weeks to complete. The first two or three weeks would be spent laying the geotextile, sub-base and drainage, followed by the road base and binder course. The following two or three weeks would be spent laying the resin bound layer.

#### **Cost of construction**

3.22 This option could cost in the region of £459,000 to install. A breakdown of the various items (Bill of Quantities) used to estimate this cost of installing this option is included within **Appendix D**. It should be noted that the rates used are based on rates quoted to us on recent projects. However, they may vary significantly when we go out to tender, so the final price should only be used as a guide.

#### **Advantages and disadvantages**

3.23 The advantages and disadvantages of this method are as follows:

##### **Advantages:**

- Comes in wide range of colours so can be coloured to suit existing surface;
- Fast setting, allowing car park to be reopened within hours;
- Versatile – The resin can be applied to awkward areas such as steps and in corners;
- Lightweight – The finished surface can be as little as 12mm thick;
- Is porous, so contributes towards a Sustainable Urban Drainage system;
- UV stable, slip resistant, easy to maintain;
- Good surface for pedestrians;
- Easy to apply clear road markings afterwards;
- Does not loose stones, which end up on the adjacent carriageway;
- The resin bound surface would give a more pleasing look to the overall car park.

##### **Disadvantages:**

- This surface is fairly new to the market and, therefore, long term durability is not proven;
- More expensive than the other options;
- Bitumous blacktop/tarmac surfaces are prone to movement with changes in temperature. This may result in cracking of the bound screed;
- Possible maintenance to resin bound surface required after 5 to 8 years
- More expensive than other options.

#### **Maintenance issues, costs and programme**

3.24 In terms of maintenance, the main issues are going to be keeping the permeable pores free of debris and clearing any loose aggregate. Regular brushing with a soft brush should be undertaken and the surface should be inspected for damage, moss and weeds. Moss or weed killer can be applied to affected areas, if required, ensuring that no solvent or petrochemical products are used. One manufacturer, Sureset, recommend that the surface is pressure washed every 6 months, to ensure that the pores are kept clear and permeability is maintained in the resin.

- 3.25 In adverse weather conditions the surface may be prone to frost and/or ice, i.e. if minor cracks appear, these could fill with water, turn to ice and expand, just as with ordinary macadam surface course. The surface will not be affected by the application of granular sodium chloride or grit, but it is recommended that the surface is brushed to eliminate any spoil, grime or build. The lifespan of the resin bound layer is over 10 years, with one of the larger manufacturers, SureSet, guaranteeing their product for 18 years.
- 3.26 In terms of maintenance costs, it would cost the client a couple of local contractors a few days each year to pressure wash the car park. Costs will vary from contractor to contractor, but each pressure wash programme will require the car park to be closed in sections, along with appropriate traffic management. Maintenance of the drainage elements of this option are outlined in the next section of this report (**Section 4.0**).

## 4.0 Compatible Drainage Options

4.1 It should be noted that the underlying strata is likely to be clay. Therefore, a positive connection to the existing surface water sewer is required. As the car park is more than 20 spaces, there is a requirement for oil interception and treatment in accordance with the Pollution Prevention Guidelines (PPG). A petrol interceptor will be required for all options which do not have a natural treatment train, i.e. permeable paving options will have a natural treatment train and, therefore, a petrol interceptor will not be required. A positive connection to the existing inspection chamber (IC @73.720m AOD) will be utilized. All surface water drainage options will ultimately discharge into Hampstead No. 1 pond, east of the car park. There should be no interaction with the groundwater table in any drainage solution.

4.2 Considering the above constraints and the proposed surfacing options outlined in the previous section, we have considered the most suitable drainage solutions for each surfacing option and these are set out below, along with their advantages and disadvantages.

### Option 1 – Groundtrax CellPave

4.3 This surface system is permeable and so a drainage system would be utilised to collect surface water from underneath the surface. The drainage system would consist of a geotextile layer below the CellPave grid and gravel in-fill material. 250mm of clean open-graded stone would be laid below a permeable geotextile. A partial infiltration pipe wrapped in a geotextile would be laid across the site, to convey the surface water to the outfall. The pipe would be 150mm diameter and set in a 450mm wide trench of clean open graded stone, wrapped in geomembrane. Treatment to comply with current legislation, will be provided in the clean stone layer and textiles.

4.4 The advantages and disadvantages of this system related to drainage are as follows:

#### Advantages

- Low cost;
- Good treatment train – i.e. there will naturally be at least two stages of treatment of surface water before it meets the outfall.

#### Disadvantages

- Poor durability;
- Maintenance of the gravel in-fill.

#### Drainage maintenance regime

4.5 The drainage system for this option will be permeable and most of the cleaning of the surface water will be through the permeable layers. However, it is recommended that the partial infiltration pipe and connection to the existing inspection chamber are checked every 6 months and cleared out as and when required, in line with the existing drainage maintenance regime.

### **Option 2 – Asphalt with spray and chip finish**

4.6 This surface system is impermeable and so surface water will need to be positively collected by gulleys at the surface level and directed to the gulleys located along the edges. Trapped gulleys will be placed to accommodate a maximum of 150 square metres of car park area each. 150mm diameter plastic standard piped drainage system would be used to convey surface water to the outfall. Treatment would be via the trapped gulleys. Due to the size of the car park and the lack of filtration material, a bypass petrol interceptor will be required at the outfall.

4.7 The advantages and disadvantages of this system related to drainage are as follows:

#### **Advantages**

- Good durability;
- Low cost.

#### **Disadvantages**

- Poor treatment train – i.e. the system may struggle to provide sufficient treatment without the inclusion of an oil interceptor. This would have cost implications and may introduce level constraints and complexities during installation.

#### **Drainage maintenance regime**

4.8 The drainage system for this option will be impermeable and the cleaning of the surface water will be via a petrol interceptor. The lifespan of petrol interceptors vary from manufacturer to manufacturer, but some state 20 years. The petrol interceptor will need to be inspected every 6 months to check the depth of the accumulated oil and service the equipment. It is recommended that the interceptor is emptied every 5 years, but this will be dependant on usage.

4.9 In addition to the maintenance of the petrol interceptor, the gulleys and drainage pipes will also need to be regularly inspected and cleaned out once or twice a year. A visual inspection of the gulleys can be undertaken by the parks maintenance contractor / groundskeeper every month or so and after a heavy storm, to ensure the drainage system is operating efficiently.

### **Option 3 – Resin Bound finish above porous asphalt surfacing**

4.10 This surface system is permeable and so a drainage system would be utilised to collect surface water from underneath the surface. The drainage system would consist of a geotextile layer below the Resin topping and gravel in-fill material. 300mm of clean open-graded stone would be laid below a permeable geotextile. A partial infiltration pipe wrapped in a geotextile would be laid across the site, to convey the surface water to the outfall. The pipe would be 150mm diameter and set in a 450mm wide trench of clean open graded stone, wrapped in geomembrane. Treatment to comply with current legislation, will be provided in the clean stone layer and textiles.

4.11 The advantages and disadvantages of this system related to drainage are as follows:

**Advantages**

- Good treatment train – i.e. there will naturally be at least two stages of treatment of surface water before it meets the outfall.
- Aesthetics.

**Disadvantages**

- Poor durability
- High cost.

**Drainage maintenance regime**

4.12 The drainage system for this option will be permeable and most of the cleaning of the surface water will be through the permeable layers. However, it is recommended that the partial infiltration pipe and connection to the existing inspection chamber are checked every 6 months and cleared out as and when required, in line with the existing drainage maintenance regime.

4.13 As stated in the previous section, it is also important that the permeable pores are kept clear and the surface is cleaned regularly. The car park surface will also need to be jet washed every year to ensure the pores are kept clear.



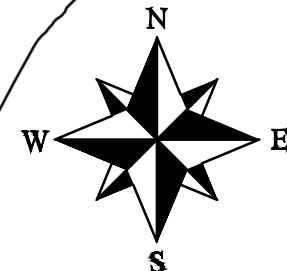
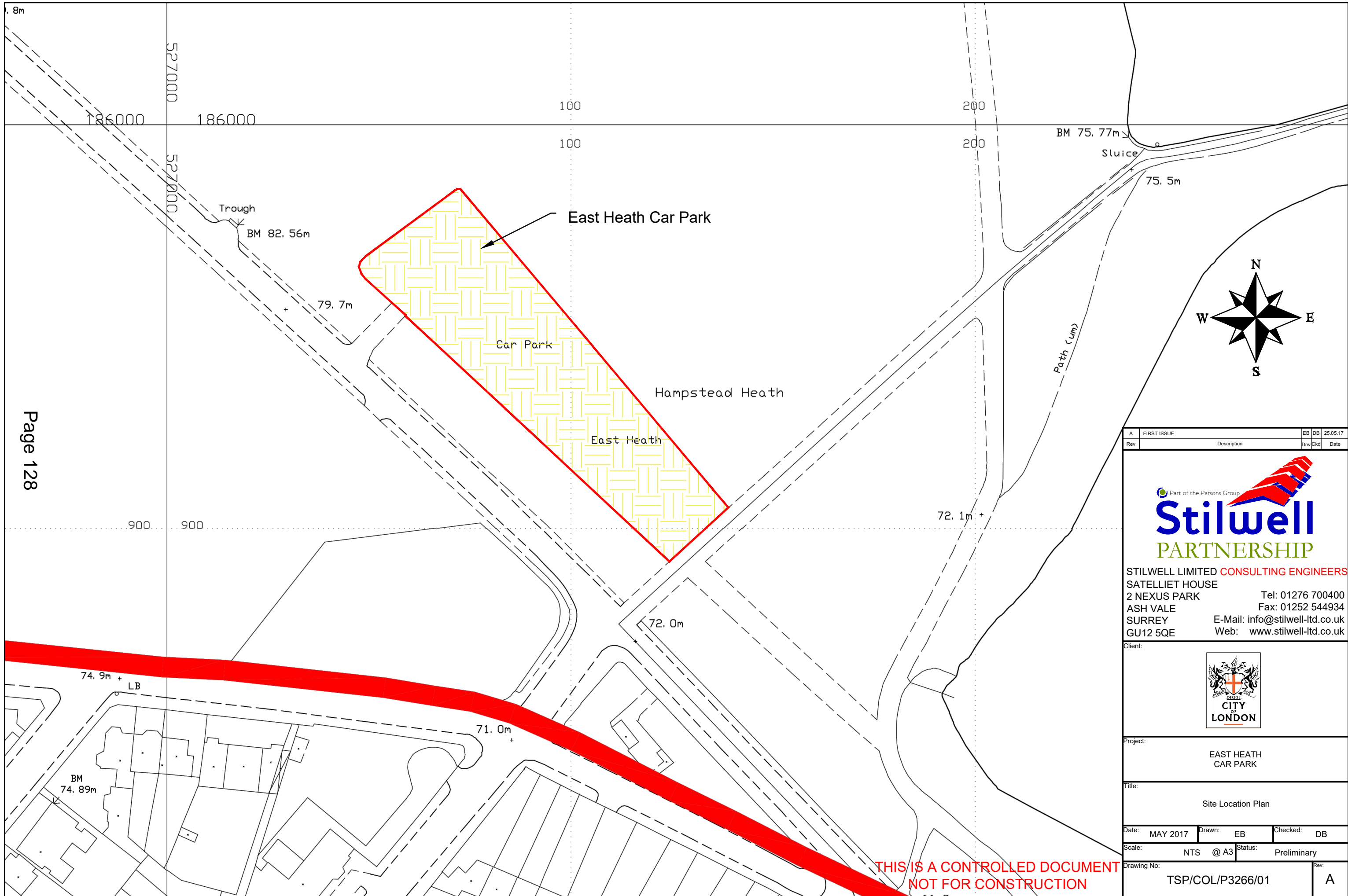
## 5.0 Recommendations and Conclusions

- 5.1 In considering which of the surfacing options and their associated drainage solutions outlined in **Sections 3.0** and **4.0**, there are a number of factors which need to be considered. With all of the options we have considered the following factors:
- Aesthetics;
  - Usability;
  - Potential maintenance issues;
  - Lifespan; and
  - Cost.
- 5.2 In terms of aesthetics, the resin bound finish would look more in keeping with the location, although the spray and chip finish surface could also match the existing surface colour and texture in a similar manner. The CellPave option, however, is unlikely to be in keeping and is likely to result in the build-up of gravel at the edges of the car park. This is also a potential issue with the spray and chip finish, if not sufficiently maintained.
- 5.3 Manufacturers of all options state that they are safe for pedestrians to walk across. However, with the CellPave and, to a lesser extent, the spray and chip finish, there is a potential for loose stone and gravel to build up in channels and areas where frequent turning occurs. This could be an issue for drainage maintenance, as well as a safety issue for pedestrians.
- 5.4 Maintenance has been touched on already and it is clear that the loose aggregate is the main issue from the surfacing perspective. The spray and chip finish surface will need reapplying after 5 years or so, whereas the resin bound would not (although it is not clear whether 'patching' may be required over time). From a drainage perspective, any porous surfacing option would need to be regularly cleaned of grit, moss, or any other detritus which may find its way into the pores. However, the spray and chip finish option would require gulleys and a petrol interceptor, so maintenance costs are likely to be higher.
- 5.5 In terms of the lifespan, the resin bound surface finish would appear to be the best option. However, it is a relatively new type of surface and it is not fully clear if the surface would be able to last for the full period claimed by the manufactures. Clearly it would come down to the level of use of the car park and clearly the site in question is extremely well used. Therefore, a thick surface and sufficiently strong resin would have to be used. Further discussions with the manufacturer would have to be had in order to ensure that the correct specification is applied. The spray and chip finish surface could last up to 15 years, but would need to be re-dressed after 5 years and would have to be sufficiently maintained, by regular spreading of the loose chips.

- 5.7 In terms of cost, the spray and chip finish and Cellpave options are the cheapest (approx.. £360k), whilst the resin bound would be approximately £90k - £100k more expensive (approx.£460k). Whilst the resin bound surface finish is the most expensive, the maintenance issues would be relatively minimal. Another factor is that the permeability of the resin bound surface would allow a more natural (sustainable) drainage option to be installed, which would provide a good treatment train, when compared to the traditional drainage system required for the spray and chip finish surface, where gulleys and a petrol interceptor would be required. However, maintenance of the spray and chip finish is unlikely to cost anywhere near £90k more than the resin bound.
- 5.8 In summary, it would be a balance between the spray and chip finish and the resin bound finish, in terms of construction cost and maintenance. Both options would provide the aesthetic requirements of the park and be suitable to meet the needs of the users of the car park. The spray and chip finish is the lower priced option, but is likely to require more maintenance and could have a slightly shorter lifespan – although it is unclear if the lifespan of the resin bound is proven. The resin bound option would be a more expensive option, but should require less maintenance.
- 5.9 Our recommendation would be to use the spray and chip finish option. This option has already been used elsewhere on the footways within Hampstead Heath. In addition, we have specified this option at a number National Trust site car parks, where maintaining the historical feel of the site is important and they have lasted well.

## Appendix A

### Site Location Plan



Rev	A	FIRST ISSUE	EB	DB	25.05.17
		Description	Drw	Ckd	Date



STILWELL LIMITED CONSULTING ENGINEERS  
 SATELLIET HOUSE  
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Project: EAST HEATH CAR PARK

Title: Site Location Plan

Date: MAY 2017 Drawn: EB Checked: DB

Scale: NTS @ A3 Status: Preliminary

Drawing No: TSP/COL/P3266/01 Rev: A

THIS IS A CONTROLLED DOCUMENT  
 NOT FOR CONSTRUCTION

## Appendix B

### Pothole Photograph

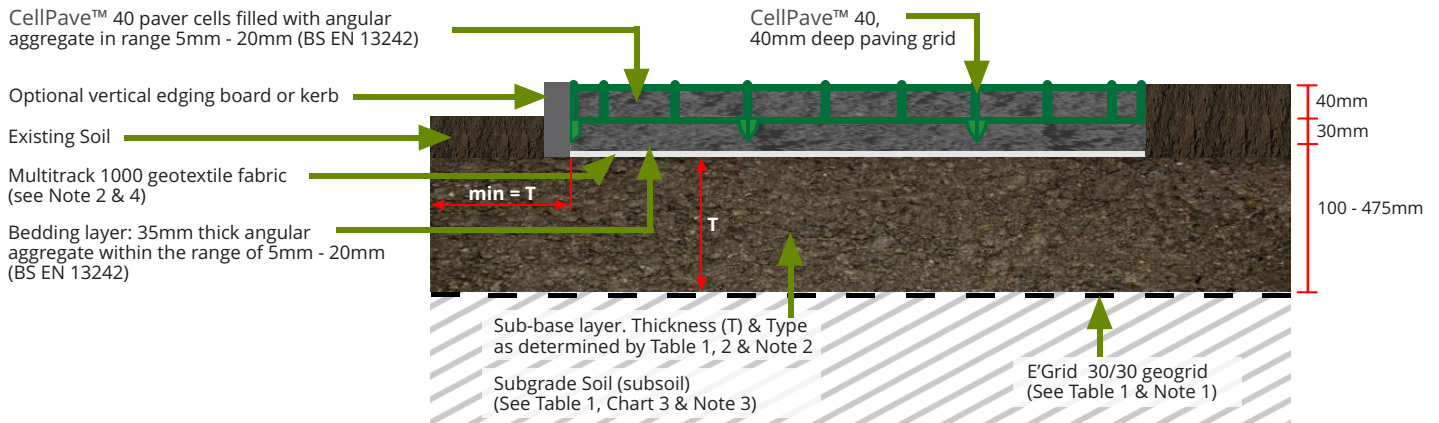
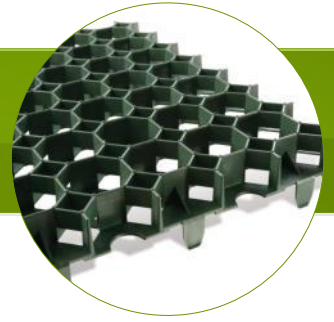


## Appendix C

### Ground Trax CellPave 40

# CELLPAVE™ 40

## CELLPAVE™ 40 - Interlocking Cellular Paving Grid System INSTALLATION GUIDE - GRAVEL SURFACES



### Installation Method

1. Place paver units with spikes downward onto the prepared well consolidated bedding layer. Edging boards or kerbs can be used where required, according to existing soil conditions.
2. Connect the pavers using the ground spikes and loops, progressing over the area in rows. Use protective gloves to avoid abrasions.
3. Pavers can be cut using a hand or power saw to fit around obstructions and curves. Cut pieces which are less than half the original size should be avoided where possible.
4. Fill the pavers to the top of the cells with the specified angular decorative aggregate. If required, use a light vibrating plate to consolidate the aggregate into the cells. Top up cells with aggregate as necessary. Fully rounded 'pea gravel' is not recommended.
5. If the area is to be used as horse paddock, it is preferable to cover the area with a 50-100mm thick layer of fine sand/mulch.
6. The surface may be trafficked immediately.

**Note 1:** If the geogrid layer is omitted, then the total sub-base layer thickness (T) must be increased by 50%.

**Note 2:** A 'DoT Type 1' sub-base may be used, provided that an adequate drainage system is installed (refer to note 4). Alternatively a porous/open-graded (reduced fines) sub-base layer may be specified, e.g as part of a Sustainable Urban Drainage System (SUDS) application. If a 'reduced fines' sub-base layer is specified, this must be covered with either a geotextile filter membrane and/or a suitable clean gravel blinding layer, to avoid fine particles entering the sub-base layer. Do not use sand for the paver bedding layer.

**Note 3:** Specific advice on ground conditions, CBR% and construction over ground with a CBR less than 1% is available from Groundtrax Systems Ltd. CBR% = California Bearing Ratio, a measurement of subgrade soil strength.

**Note 4:** Typical drainage details; 100mm diameter perforated pipe drain laid at minimum gradient 1:100, bedded on gravel in trench backfilled with 'DoT Type A' drainage aggregate, covered or wrapped with Multitrack 1000 geotextile fabric and leading to a suitable outfall or soakaway. Drains placed down centre or one edge of access routes up to 5m wide. Wider areas may require additional drains at 5m - 10m centres. Drainage design to be determined by the specifier based on specific conditions on site. Specific advice on Drainage and Sustainable Urban Drainage Systems (SUDS) is available from Groundtrax Systems Ltd.

**Note 5:** Maximum advised gradient for traffic applications is 12% (1:8) 7°. Pegging may be required. Specific advice for the use of CellPave™ 40 on slopes can be obtained from Groundtrax Systems Ltd.

**Note 7:** CellPave™ 40 complies with BS8300:2001 - "Design of buildings and their approaches to meet the needs of disabled people" - Code of Practice. (ISBN 0580384381)



# CELLPAVE™ 40 - Interlocking Cellular Paving Grid System

## INSTALLATION GUIDE - GRAVEL SURFACES

**Table 1: Typical Sub-base Thickness (T) Requirements - refer to construction profile**

Application / Load	CBR (%) strength of subgrade soil (see Chart 1)	(T) DoT sub-base thickness (mm) (see Note 2)	Geogrid (see Note 1)
Fire engine and occasional HGV access	≥ 6	100	E'Grid 30/30
	= 4 < 6	120	E'Grid 30/30
	= 2 < 4	190	E'Grid 30/30
	= 1 < 2	380	E'Grid 30/30
Light vehicle access and overflow car parking	≥ 6	100	E'Grid 30/30
	= 4 < 6	100	E'Grid 30/30
	= 2 < 4	135	E'Grid 30/30
	= 1 < 2	260	E'Grid 30/30

**Table 2: Paving Grid Specification**

Product	CellPave™ 40
Material	Rigid 100% recycled polyethylene
Colour	Black
Paver Dimensions	500mm x 500mm x 40mm
Paver Size	500mm x 500mm (4 grids per m2)
Nominal Cell Size	60mm Octagonal
Cell Wall Thickness	2.7mm - 3.2mm
Weight	1.2kg/paver - (4.80kg/m2)
Load Bearing Capacity	150 tonnes/m2 (Crush resistance)
Central Base Support	25mm long pegs on underside (4 per paver)
Open Cell %	Top 95% / Base 75%
Connection Type	Spike and loop edge connection
Chemical Resistance	Excellent
UV Resistance	High
Toxicity	Non Toxic
Bedding Layer	30mm thick of 5-20mm angular aggregate (BS EN 13242)
Paver fill	To top of pavers using 5-20mm crushed aggregate (BS EN 13242)
Sub-Base Type	DoT Type 3 or a modified porous sub-base (Table 1 & Note 2). DoT Type 1 with drains
Base Reinforcement	E'Grid 30/30 geogrid (Table 1 & Note 1) - Specifications available on request.

**NOTE:**

This field guide is provided as an aid to assessing the mechanical stabilisation requirements in commonly encountered site conditions. Groundtrax Systems Ltd accepts no responsibility for any loss or damage resulting from the use of this guide.

**Chart 1: Field guidance for estimating sub-grade strengths**

Consistency	Indicator			Strength	
	Tactile (feel)	Visual (observation)	Mechanical (test) SPT	CBR %	CU kN/m <sup>2</sup>
Very Soft	Hand sample squeezes through fingers	Man standing will sink >75mm	<2	<1	<25
Soft	Easily moulded by finger pressure	Man walking sinks 50-70mm	2-4	Around 1	Around 25
Medium	Moulded by moderate finger pressure	Man walking sinks 25mm	4-8	1-2	25-40
Firm	Moulded by strong finger pressure	Unloaded construction vehicle ruts 10-25mm	8-15	2-4	40-75
Stiff	Cannot be moulded but can be indented with thumb	Loaded construction vehicle ruts by 25mm	15-30	4-6	75-150



For more information, contact us today or visit our website:

[www.cellpave.com](http://www.cellpave.com)

**GROUNDTRAX**

Ground Protection and Reinforcement

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## Appendix D

### Bill of Quantities

Item No.	Description	Qty	Units	Rate	Amount	
					£	p
<b>1.0</b>	<b><u>PRELIMINARIES</u></b>					
<b>1.1</b>	<b><u>Site Set up &amp; Establishment</u></b>					
1.1.1	Site welfare inc. maintenance of all facilities allow for a meeting room an engineers area with desk.	4	week	400.00	1,600.00	
1.1.2	Establishment, maintenance and dis-establishment of secure site compound	4	week	100.00	400.00	
1.1.3	Setting out of all works	1	item	100.00	100.00	
1.1.4	Scan area for services locations and mark on surface as required	1	item	200.00	200.00	
<b>1.2</b>	<b><u>Temporary Traffic Management</u></b>					
1.2.1	Taking measures for the construction, maintenance and removal of temporary traffic and pedestrian management but not measured individually.	4	Week	300.00	1,200.00	
<b>1.3</b>	<b><u>As Built Drawings / Health and Safety File</u></b>					
1.3.1	As built drawings	1	Item	0.00	0.00	
1.3.2	Health and safety file on completion of works	1	item	350.00	350.00	
1.3.3	Precautions taken for working in the vicinity of live services	1	Item	300.00	300.00	
1.3.4	Trial holes to determine the location of services	2	Item	300.00	600.00	
<b>1.4</b>	<b><u>Site Clearance</u></b>					
1.4.1	General Site Clearance.	1	Item	200.00	200.00	
1.4.2	Clean out manholes, gulleys / channels and jet lateral runs	1	Item	1,500.00	1,500.00	
<b>TOTAL</b>					<b>6,450.00</b>	

Item No.	Description	Qty	Units	Rate	Amount £ p
<b>2.0</b>	<b><u>EARTHWORKS</u></b>				
<b>2.1</b>	<b><u>Excavation of Material</u></b>				
2.1.1	Excavation of existing gravel / surface verge to construct new resurface (500mm deep)	1300	Cu.m	25.00	32,500.00
2.1.2	Excavate existing tarmac surface and base course	100	Cu.m	25.00	2,500.00
<b>2.2</b>	<b><u>Disposal of Materials</u></b>				
2.2.1	Disposal of unacceptable materials Class U1.	1400	Cu.m	30.00	42,000.00
<b>2.3</b>	<b><u>Soft Spots and other Voids</u></b>				
2.3.1	Excavation of soft spots and other voids (PROVISIONAL)	10	Cu.m	40.00	400.00
<b>TOTAL</b>					<b>77,400.00</b>

Item No.	Description	Qty	Units	Rate	Amount £ p
<b>3.0</b>	<b><u>PAVEMENTS</u></b>				
<b>3.1</b>	<b><u>Sub-Base</u></b>				
3.1.1	Granular Type 1 sub-base (assumed 250mm)	650	Cu.m	65.00	42,250.00
<b>3.2</b>	<b><u>Pavement</u></b>				
3.2.1	CellPave 40 - Interlocking Cellular Paving Grid System including CellPave 40 paver cells filled with angular aggregate in range 5mm - 20mm (BS EN 13242), Optional vertical edging board or kerb, Multitrack 1000 geotextile fabric, Bedding layer: 35mm thick angular aggregate within range of 5mm - 20mm. Sub-base layer, 135mm thick DoT Type 1 Sub-base, E'Grid 30/30 geogrid.	2600	Sq.m	55.00	143,000.00
3.2.2	Relay 40mm thick Dense Macadam surface course (B.S.4987, part2 2001) (CL.7.4) 10mm N.S aggregate. 100PEN binder	670	Sq.m	13.00	8,710.00
3.2.3	Relay 100mm Dense Macadam Base course (B.S.4987:Part 1 2001 Cl.5.2) 32mm N.S aggregate 125 PEN binder.	670	Sq.m	25.00	16,750.00
3.2.4	Terram (or Similar) 900/1000 Geomembrane	2600	Sq.m	10.00	26,000.00
		<b>TOTAL</b>			<b>236,710.00</b>

Item No.	Description	Qty	Units	Rate	Amount £ p
<b>4.0</b>	<b><u>ROAD MARKINGS &amp; STREET FURNITURE</u></b>				
4.1.1	Daily rate for all Road Markings	1	Day	1,000.00	1,000.00
				<b>TOTAL</b>	<b>1,000.00</b>
<b>5.0</b>	<b><u>DRAINAGE</u></b>				
5.1.1	Provide and lay 150mm dia partial infiltration pipes to connect into existing manhole / outfall.	65	lin.m	100.00	6,500.00
				<b>TOTAL</b>	<b>6,500.00</b>

Item No.	Description	Qty	Units	Rate	Amount £ p
	<b><u>GENERAL SUMMARY</u></b>				
1.0	PRELIMINARIES				6,450.00
2.0	EARTHWORKS				77,400.00
3.0	PAVEMENTS				236,710.00
4.0	ROAD MARKINGS				1,000.00
5.0	DRAINAGE				6,500.00
6.0	10% CONTINGENCY				32,806.00
				<b>TOTAL</b>	<b>360,866.00</b>

Item No.	Description	Qty	Units	Rate	Amount	
					£	p
<b>1.0</b>	<b><u>PRELIMINARIES</u></b>					
<b>1.1</b>	<b>Site Set up &amp; Establishment</b>					
1.1.1	Site welfare inc. maintenance of all facilities allow for a meeting room and engineers area with desk.	4	week	400.00	1,600.00	
1.1.2	Establishment, maintenance and dis-establishment of secure site compound	4	week	100.00	400.00	
1.1.3	Setting out of all works	1	item	100.00	100.00	
1.1.4	Scan area for services locations and mark on surface as required	1	item	200.00	200.00	
<b>1.2</b>	<b><u>Temporary Traffic Management</u></b>					
1.2.1	Taking measures for the construction,	4	Item	300.00	1,200.00	
<b>1.3</b>	<b><u>As Built Drawings / Health and Safety File</u></b>					
1.3.1	As built drawings	1	Item	0.00	0.00	
1.3.2	Health and safety file on completion of works	1	item	0.00	0.00	
1.3.3	Precautions taken for working in the vicinity of	1	Item	300.00	300.00	
1.3.4	Trial holes to determine the location of services	2	Item	300.00	600.00	
<b>1.4</b>	<b><u>Site Clearance</u></b>					
1.4.1	General Site Clearance.	1	Item	200.00	200.00	
1.4.2	Clean out manholes, gulleys / channels and jet lateral runs	1	Item	1,500.00	1,500.00	
<b>TOTAL</b>					<b>6,100.00</b>	

Item No.	Description	Qty	Units	Rate	Amount	
					£	p
<b>2.0</b>	<b><u>EARTHWORKS</u></b>					
<b>2.1</b>	<b><u>Excavation of Material</u></b>					
2.1.1	Excavation of existing gravel / surface to construct new resurface (410mm deep)	1066	Cu.m	25.00	26,650.00	
2.1.2	Excavate existing tarmac surface and base course	100	Cu.m	25.00	2,500.00	
<b>2.2</b>	<b><u>Disposal of Materials</u></b>					
2.2.1	Disposal of unacceptable materials Class U1.	1166	Cu.m	35.00	40,810.00	
<b>2.3</b>	<b><u>Soft Spots and other Voids</u></b>					
2.3.1	Excavation of soft spots and other voids (PROVISIONAL)	10	Cu.m	40.00	400.00	
<b>TOTAL</b>						<b>70,360.00</b>



Item No.	Description	Qty	Units	Rate	Amount	
					£	p
<b>3.0</b>	<b><u>PAVEMENTS</u></b>					
<b>3.1</b>	<b><u>Sub-Base</u></b>					
3.1.1	Granular Type 1 sub-base (assumed 250mm)	650	Cu.m	65.00	42,250.00	
<b>3.2</b>	<b><u>Pavement</u></b>					
3.2.1	30mm thick Dense Macadam surface course (B.S.4987, part2 2001) (CL.7.4) 10mm N.S aggregate. 100PEN binder	2600	Sq.m	13.00	33,800.00	
3.2.2	Relay 40mm thick Dense Macadam surface course (B.S.4987, part2 2001) (CL.7.4) 10mm N.S aggregate. 100PEN binder	670	Sq.m	13.00	8,710.00	
3.2.3	60mm Dense Macadam binder course (B.S.4987:Part 1 2001 Cl.6.5) 20mm N.S aggregate 125 PEN binder.	2600	Sq.m	18.00	46,800.00	
3.2.4	100mm Dense Macadam Base course (B.S.4987:Part 1 2001 Cl.6.5) 20mm N.S aggregate 125 PEN Binder	2600	Sq.m	25.00	65,000.00	
3.2.5	Relay 100mm Dense Macadam Base course (B.S.4987:Part 1 2001 Cl.5.2) 32mm N.S aggregate 125 PEN binder.	670	Sq.m	25.00	16,750.00	
3.2.6	Spray and chip Finish	2600	Sq.m	7.00	18,200.00	
				<b>TOTAL</b>	<b>231,510.00</b>	

Item No.	Description	Qty	Units	Rate	Amount £ p
4.0	<b><u>KERBS, FOOTWAY AND PAVED AREAS</u></b>				
4.1	<b><u>Kerbing, Channels, Edgings etc.</u></b>				
4.1.1	Precast concrete kerbs to BS7263 Type HB2 255x125mm, laid straight or curved	120	Lin.m	32.00	3,840.00
<b>TOTAL</b>					<b>3,840.00</b>

Item No.	Description	Qty	Units	Rate	Amount £            p
<b>5.0</b>	<b><u>ROAD MARKINGS &amp; STREET FURNITURE</u></b>				
5.1.1	Daily rate for all Road Markings	1	Day	1,000.00	1,000.00
		<b>TOTAL</b>			<b>1,000.00</b>
<b>6.0</b>	<b><u>DRAINAGE</u></b>				
6.1.1	Provide and install new 450mm dia, precast concrete gully pots with ductile iron grating and frame to BS EN 124, class D400. Gully pots to have 150mm ST2 concrete bed and surround. To include all excavation and disposal.	8	No.	450.00	3,600.00
6.1.2	Provide and lay 150mm dia clay pipes from new gulleys to connect into existing manhole. To include all concrete bedding and surround and road construction in trenches.	100	lin.m	100.00	10,000.00
6.1.3	Drainage connections to manhole/inspection chambers and gulleys.	1	No.	90.00	90.00
6.1.4	Petrol / Oil Interceptor - Supplied and laid	1	No.	5,500.00	5,500.00
		<b>TOTAL</b>			<b>19,190.00</b>

Item No.	Description	Qty	Units	Rate	Amount	
					£	p
	<b><u>GENERAL SUMMARY</u></b>					
1.0	PRELIMINARIES				6,100.00	
2.0	EARTHWORKS				70,360.00	
3.0	PAVEMENTS				231,510.00	
4.0	KERBS				3,840.00	
5.0	ROAD MARKINGS				1,000.00	
6.0	DRAINAGE				19,190.00	
7.0	10% CONTINGENCY				33,200.00	
		<b>TOTAL</b>				<b>365,200.00</b>

Item No.	Description	Qty	Units	Rate	Amount	
					£	p
<b>1.0</b>	<b><u>PRELIMINARIES</u></b>					
<b>1.1</b>	<b><u>Site Set up &amp; Establishment</u></b>					
1.1.1	Site welfare inc. maintenance of all facilities allow for a meeting room an engineers area with desk.	4	week	400.00	1,600.00	
1.1.2	Establishment, maintenance and dis-establishment of secure site compound	4	week	100.00	400.00	
1.1.3	Setting out of all works	1	item	100.00	100.00	
1.1.4	Scan area for services locations and mark on surface as required	1	item	200.00	200.00	
<b>1.2</b>	<b><u>Temporary Traffic Management</u></b>					
1.2.1	Taking measures for the construction, maintenance and removal of temporary traffic and pedestrian management but not measured individually.	4	Week	300.00	1,200.00	
<b>1.3</b>	<b><u>As Built Drawings / Health and Safety File</u></b>					
1.3.1	As built drawings	1	Item	0.00	0.00	
1.3.2	Health and safety file on completion of works	1	item	0.00	0.00	
1.3.3	Precautions taken for working in the vicinity of live services	1	Item	300.00	300.00	
1.3.4	Trial holes to determine the location of services	2	Item	300.00	600.00	
<b>1.4</b>	<b><u>Site Clearance</u></b>					
1.4.1	General Site Clearance.	1	Item	200.00	200.00	
1.4.2	Clean out manholes, gulleys / channels and jet lateral runs	1	Item	1,500.00	1,500.00	
<b>TOTAL</b>					<b>6,100.00</b>	

Item No.	Description	Qty	Units	Rate	Amount	
					£	p
<b>2.0</b>	<b><u>EARTHWORKS</u></b>					
<b>2.1</b>	<b><u>Excavation of Material</u></b>					
2.1.1	Excavation of existing gravel / surface to construct new resurface (490mm deep)	1274	Cu.m	25.00	31,850.00	
2.1.2	Excavate existing tarmac surface	100	Cu.m	25.00	2,500.00	
<b>2.2</b>	<b><u>Disposal of Materials</u></b>					
2.2.1	Disposal of unacceptable materials Class U1.	1374	Cu.m	30.00	41,220.00	
<b>2.3</b>	<b><u>Soft Spots and other Voids</u></b>					
2.3.1	Excavation of soft spots and other voids (PROVISIONAL)	10	Cu.m	40.00	400.00	
<b>TOTAL</b>					<b>75,970.00</b>	

Item No.	Description	Qty	Units	Rate	Amount	
					£	p
<b>3.0</b>	<b><u>PAVEMENTS</u></b>					
<b>3.1</b>	<b><u>Sub-Base</u></b>					
3.1.1	Granular Type 3 sub-base (assumed 300mm), locally sourced clean stone	780	Cu.m	75.00	58,500.00	
<b>3.2</b>	<b><u>Pavement</u></b>					
3.2.1	(30mm thick) Resin Bound Layer with separate layers as needed .	2600	Sq.m	40.00	104,000.00	
3.2.2	60mm AC10 open surface asphalt concrete binder course max 100-150 PEN to BSEN 13108-1:2006	2600	Sq.m	18.00	46,800.00	
3.2.3	100mm AC20 open BIN asphalt concrete Road Base Max 100/150 PEN to BSEN 13108:2006.	2600	Sq.m	25.00	65,000.00	
3.2.4	Relay 40mm thick Dense Macadam surface course (B.S.4987, part2 2001) (CL.7.4) 10mm N.S aggregate. 100PEN binder	670	Sq.m	13.00	8,710.00	
3.2.5	Relay 100mm Dense Macadam Base course (B.S.4987:Part 1 2001 Cl.5.2) 32mm N.S aggregate 125 PEN binder.	670	Sq.m	25.00	16,750.00	
3.2.6	Terram (or similar) 900/1000 Geomembrane	2600	Sq.m	10.00	26,000.00	
<b>TOTAL</b>					<b>325,760.00</b>	

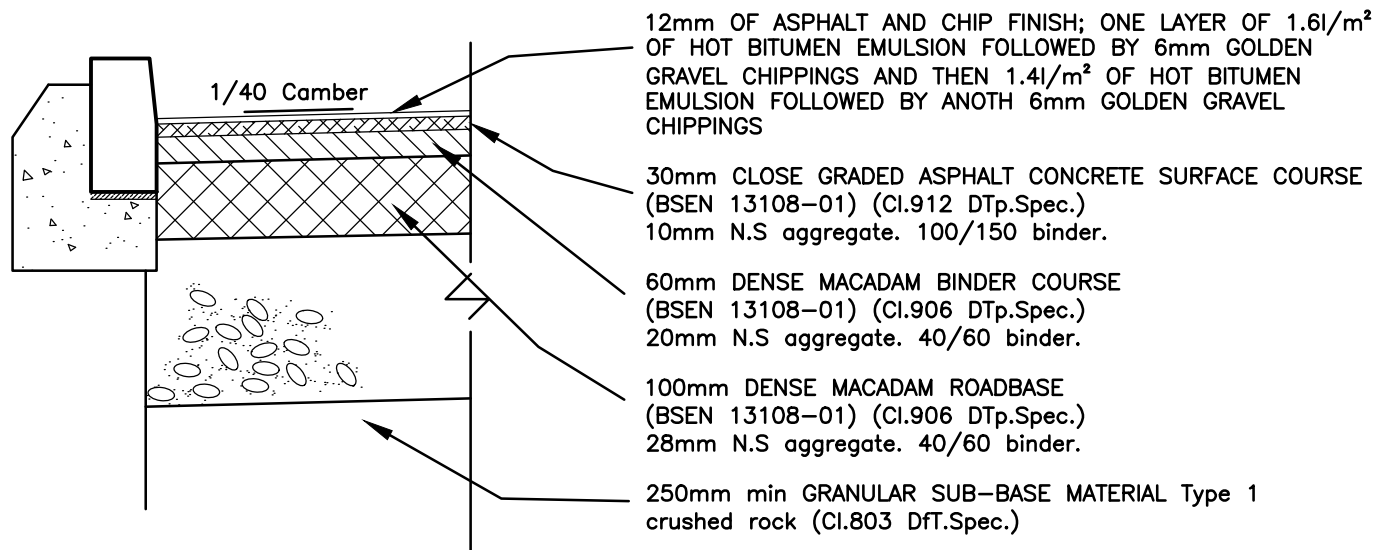
Item No.	Description	Qty	Units	Rate	Amount £ p
<b>4.0</b>	<b><u>ROAD MARKINGS &amp; STREET FURNITURE</u></b>				
4.1.1	Daily rate for all Road Markings	1	Day	1,000.00	1,000.00
				<b>TOTAL</b>	<b>1,000.00</b>
<b>5.0</b>	<b><u>DRAINAGE</u></b>				
5.1.1	Provide and lay 150mm dia partial infiltration pipes to connect into existing manhole / outfall.	65	lin.m	100.00	6,500.00
5.1.2	Provide and install new 450mm dia, precast concrete gully pots with ductile iron grating and frame to BS EN 124, class D400. Gully pots to have 150mm ST2 concrete bed and surround. To include all excavation and disposal.	4	No.	450.00	1,800.00
				<b>TOTAL</b>	<b>8,300.00</b>

Item No.	Description	Qty	Units	Rate	Amount £ p
	<b><u>GENERAL SUMMARY</u></b>				
<b>1.0</b>	<b>PRELIMINARIES</b>				6,100.00
<b>2.0</b>	<b>EARTHWORKS</b>				75,970.00
<b>3.0</b>	<b>PAVEMENTS</b>				325,760.00
<b>4.0</b>	<b>ROAD MARKINGS</b>				1,000.00
<b>5.0</b>	<b>DRAINAGE</b>				8,300.00
<b>6.0</b>	<b>10% CONTINGENCY</b>				41,713.00
				<b>TOTAL</b>	<b>458,843.00</b>



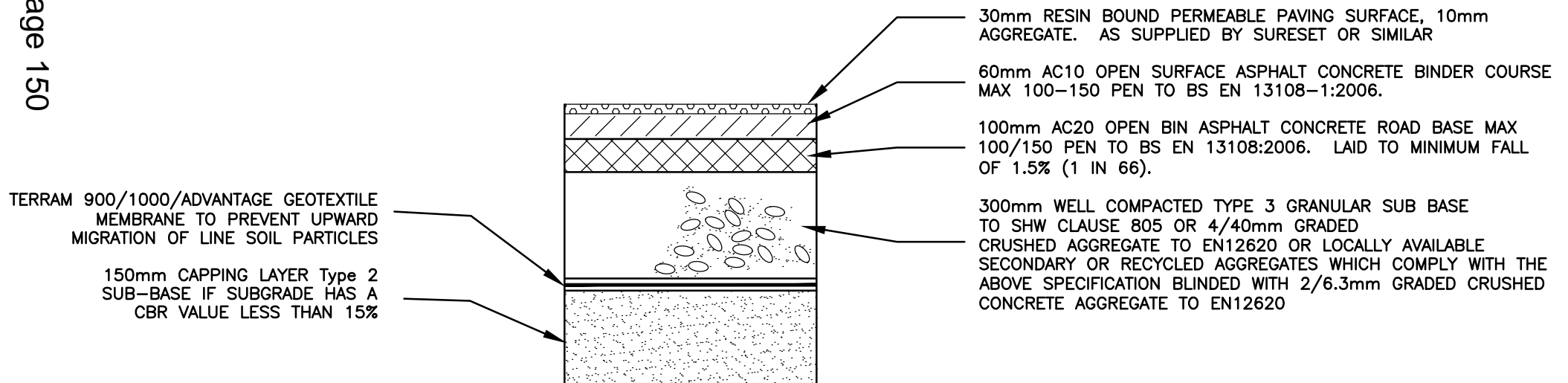
## Appendix E

### Typical details (spray & chip and resin bound options)



### ASPHALT AND CHIP FINISH CONSTRUCTION

Page 150



### RESIN BOUND PERMEABLE CONSTRUCTION

## Appendix F

### Sureset – Resin Bound



## PERFECT PAVING

We take pride in the fact we offer great customer service along with great products.

From start to finish we can offer technical advice, full supply and installation and a 18 year guarantee to complete the service.

Our resin bound paving solutions offer natural and recycled materials, unlimited colours, and a design flexibility no other type of paving can match.

Unlike many traditional paving systems SureSet is permeable; this means that any proposal including SureSet demonstrates a sustainable approach to water management.

As a market leader in permeable resin bound paving, we have the reputation, experience and innovative approach to make any design outstanding throughout the world.

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- Quick and easy to install
- Unlimited colours
- Flexible design capability
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- Smooth, hardwearing finish
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- 18 year guarantee

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- Newcastle upon Tyne
- Glasgow
- Dubai
- Sydney

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<b>Committee</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood & Queen's Park Committee	17072017
<b>Subject:</b> Annual Report on Hampstead Heath Constabulary for the period 1 April 2016 to 31 March 2017	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Decision</b>
<b>Report author:</b> Richard Gentry, Open Spaces & Heritage Department	

## Summary

This report reviews the performance and effectiveness of the Hampstead Heath Constabulary during the period 1 April 2016 to 31 March 2017. During this period the Constabulary attended 2,513 occurrences/incidents, which is an increase of 4% on the previous year. The Constabulary's primary function is enforcement, 2,154 enforcement actions were carried out in 2016/17 representing a 28% increase on the previous year. All enforcement continues to involve elements of engagement and education. The details of this work, along with many other aspects of the Teams work are included in this report. As with previous years, the Team achieved these outcomes through a clear strategy and shared vision whilst adopting a partnership approach drawing upon the resources and capabilities of a number of stakeholders.

## Recommendations

It is recommended that:

- Members note the contents of this report, and, in particular, recognise the continuous development and improvement of the Hampstead Heath Constabulary's performance across a range of activities.
- Furthermore, Members are asked to note the role the Hampstead Heath Constabulary plays helping to ensure that Hampstead Heath remains a safe, appealing and enjoyable place for millions to visit each year, by reducing the fear of crime and anti-social behaviour.
- Members give their views in relation to the Priority Activities for the period 2017/18.
- Members support the continuation of partnership work on Hampstead Heath during 2017 by the Hampstead Heath Constabulary, Terrence Higgins Trust and other stakeholders and partners.

## **Main Report**

### **Background**

1. The overall objective of the Hampstead Heath Constabulary (HHC) is to provide a professional, efficient and effective Constabulary Service for Hampstead Heath, to educate its visitors and users on appropriate and responsible behaviour, to engage with users and stakeholders, and to enforce byelaws, deter and prevent anti-social behaviour, and reduce the fear of crime through a range of tactics of which visible high-profile patrolling is the most prominent. The approach adopted in achieving this objective is through engagement, education and ultimately enforcement. HHC provides a vital role in the safe management of large events across the Open Space and maintains an excellent relationship with the Metropolitan Police, London Ambulance Service, The Air Ambulance (HEMS) and London Fire Brigade enhancing the effectiveness of all those organisations when attending incidents across the Open Space.
2. In 2016/17 HHC Officers introduced regular patrolling at Queen's Park in order to provide reassurance to staff and visitors plus introducing the visitors to the concept of byelaws and the benefits of good behaviour within the Park.

### **Current Position**

3. The HHC has had a full complement of staff since the middle of 2016, following the recruitment of 2 Officers. Resourcing comprises of a Constabulary Manager, who also manages Queen's Park, two Sergeants working across two Teams, and ten Constables. This resource includes two Constable Dog Handlers with general purpose trained police dogs.
4. Recruit training was delivered in house by the Sergeants who deliver a bespoke training package. All other mandatory training has been completed. This training includes First Aid, Officer Safety Training, Diversity Awareness, Safeguarding and Police Dog licensing.
5. One Sergeant continues to offer Conflict Resolution training to staff across the Department.
6. The other Sergeant has now completed an accreditation in the delivery of Critical Incident Debriefing and has delivered this service to colleagues from various Departments in the days following particularly traumatic events.
7. The HHC has continued to provide on-site policing for larger events, including the annual funfairs, the Affordable Art Fair, Grow London and Zippos Circus.

### **Circus**

8. In October 2016 the use of Heathlands by Zippos Circus coincided with repeated visits from Animal Rights Activist groups. HHC Officers faced periods of sustained hostility, provocation and abuse, often being filmed and recorded



for subsequent publication on 'You Tube' type media sites. It is to the credit of the Team that no serious incidents took place. 2017 will see the introduction of a circus that does not use animals in its performance.

9. HHC also represented the City of London with a managed presence on Parliament Hill during New Year's Eve 2017 celebrations. Although numbers are difficult to ascertain, it is estimated that there were several thousand people in attendance on the Hill.
10. HHC continues to provide a service 365 days of the year, with patrols carried out throughout the day, from early morning in to the night from a patrol base on Hampstead Heath.

### **First Aid**

11. All HHC Officers are trained in First Aid and defibrillator use. During the year 76 medical emergencies were attended. To assist the London Ambulance Service 14 patients were transported to local A & E Departments in 2016/17 by HHC vehicles.

### **Missing people**

12. The Heath and associated open spaces, by their nature often become a venue of choice for those most vulnerable within society. Throughout the year the HHC received reports of and assisted in the searches of 106 missing people, this will include lost children and missing person reports from the Metropolitan Police.

### **Drones**

13. Members will be aware that guidance is being prepared to clarify how and where drones may be used on Hampstead Heath. In 2016/17 HHC Officers attended to 40 separate incidents where drones were in use, including the weekly attendance on the Heath Extension of The London Drone flying Club. Consistent advice has been given to drone enthusiasts who have been receptive and supportive in all cases.

### **Partnership Working**

14. HHC continues to work closely with, and seek support and advice from, the Terrence Higgins Trust (THT) and the Camden LGBT Forum with regard to the West Heath Public Sex Environment (PSE). THT provided diversity training to all HHC Officers during the year, as well as providing outreach sessions on the West Heath PSE. It is proposed that we continue this partnership work, and engage THT to provide outreach session in 2017. The cost to the City of London for these sessions will be in the region of £6,000, and will be funded from the Superintendents Local Risk Budget.
15. The Dogs Trust continued to attend the Heath on a monthly basis and once again supported the "Give it a Go" event at Parliament Hill Fields in July 2016.

16. Communication between the Metropolitan Police (MPS) and the HHC remains at the forefront of the Teams work. HHC are afforded the privilege of being the only body outside the MPS to have access, under licence, to MPS radio transmissions. Such transmissions are regulated by the highest levels of security and allowing HHC this access is clear proof of the professionalism of the Team and the benefit to the MPS. The MPS have recently implemented a new control and dispatch radio system for their own resources that forms part of their Borough amalgamation work. HHC ensured they were incorporated into these changes and Airwaves Direct UK are currently reprogramming HHC radios to ensure continuity of use.
17. Links are also kept strong through engagement in local Safer Neighbourhood Panels and residents meetings.

### **Providing an Effective Frontline Service**

18. HHC continues to provide an effective and efficient policing service across Hampstead Heath, Highgate Wood and now Queen's Park. During 2016/17 Officers dealt with 2,513 separate incidents, including dealing with medical emergencies and fatalities. This can be extremely stressful for Officers but, as ever, they demonstrated their resolve and professionalism.
19. The Lido Response Plan is reviewed by the Sergeants each year and continues to be used by the HHC and Lido staff to manage visitor behaviour within the facility. Effective use of this plan prevented any incidents of serious anti-social behaviour throughout this reporting period. On three occasions a knife arch deployed at the entrance to the Lido. Use of the arch is resource intensive however; it is a deterrent and helps to enforce the message that anti-social behaviour will not be tolerated.
20. A Sergeant is currently leading a project within the Division to design and implement a 'Trigger Event' plan. This will create a bespoke process for the identification and enhanced management of those few days a year when visitor numbers and risk to safety are significantly increased. This is usually due to heatwave weather conditions. This plan will roll out during the summer season of 2017.
21. At the beginning of the year the HHC undertook an internal review aimed at enhancing its patrol and enforcement strategy to focus on those issues that affected visitors most. Certain byelaws were given priority and some ancillary activity was ceased.
22. At the end of the year this change in focus produced the following outcomes;
  - Cases of illegal cycling resulting in enforcement – 656 (an increase of 58%)
  - Cases of poor dog control resulting in enforcement – 158 (an increase of 151%)
  - Court prosecutions – 27 (an increase of 117%)

23. The Constables continue to receive input and training from their Managers, developing their communication skills and knowledge. This support enables them to interact with Heath visitors and apply their powers and the byelaws appropriately. By using these skills positively we have seen an increase in reported incidents by the Team.

### **Reports of Misconduct**

24. There have been no formal complaints made against any HHC Officers during this reporting period.

### **Constabulary Performance Objectives**

25. HHC dealt with 2,154 enforcement actions in total representing an increase of 28%. This comprised of 5 arrests, 27 summary prosecutions, 1,409 formal warnings and 714 stop accounts. HHC Performance Statistics are detailed in Appendix 1.
26. 23 cases were heard at Magistrates Court with a successful outcome and 4 cases are still to be heard. (Appendix 2). Byelaws are enforced by the Local Authority through the magistrates' court and contravening a byelaw can result in a fine upon successful conviction. The amount is set by the court after considering the seriousness of the offence and how much money the offender can pay.

### **Recommendations and Proposals for 2017/18**

27. An Engagement, Education and Enforcement Plan was produced in 2015, which defines the role of the HHC as follows:
- Protect and ensure the safety of persons visiting Hampstead Heath.
  - Protect and ensure the safety of persons that work within Hampstead Heath.
  - Protect the wildlife and environment which makes up Hampstead Heath.
  - Work with other Departments and agencies, both internally and externally, to achieve the above objectives.
28. The views of this Committee are sought with regard to the HHC continuing with the current Engagement, Education and Enforcement Plan priorities for the period 2017/18. The current priority activities (see Appendix 3) provide an overarching framework within which the HHC will aim to meet or exceed their priority Performance Indicators.
29. A copy of the Constabulary Engagement, Education and Enforcement Plan 2015-2018 can be found at Appendix 4.

### **Corporate & Strategic Implications**

30. The work of the HHC during 2016/17 continues to meet the City of London Corporate Plan 2015 – 2019, Strategic Aims "*To provide valued services, such as education, employment, culture and leisure, to London and the nation.*"

31. The work of the Constabulary meets with the Departmental Strategic Objectives by “Widening and developing what we offer to Londoners through education, biodiversity and volunteering”.

### **Implications**

32. Any legal implications of the work of the HHC have been included in the body of the report.

### **Conclusion**

33. This report sets out the breadth of work undertaken by the HHC in 2016/17 in providing a professional, efficient and effective service for Hampstead Heath. The relatively low level of serious crime and anti-social behaviour on the Heath demonstrates the effectiveness of the uniformed presence of the Constabulary in reassuring visitors and deterring crime.

### **Appendices**

- Appendix 1 - Constabulary Performance Statistics 2015 / 16
- Appendix 2 - Process by Summons – Magistrates Court Cases 2015 / 16
- Appendix 3 - Priority Activities 2015
- Appendix 4 - Hampstead Heath Constabulary, Education and Enforcement Plan 2015 -2018

### **Richard Gentry**

Constabulary and Queen’s Park Manager / Open Spaces & Heritage Department

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Appendix 1. Constabulary Performance Statistics 2016/2017

Incidents Recorded	April 2016 – March 2017
Crime/Anti-Social Behaviour	71
Byelaw	1631
Miscellaneous	811
<b>TOTAL</b>	<b>2513</b>

Month	Incidents/Occurrences				
	2012/13	2013/14	2014/15	2015/16	2016/17
April	125	170	213	245	195
May	210	151	262	198	255
June	163	169	220	295	258
July	198	308	203	233	313
August	228	194	136	224	273
September	157	148	167	200	240
October	165	108	196	234	203
November	134	80	178	126	147
December	120	92	144	156	136
January	128	86	115	155	157
February	110	157	144	164	168
March	134	195	198	176	168
<b>Total</b>	<b>1,872</b>	<b>1,858</b>	<b>2,176</b>	<b>2,406</b>	<b>2,513</b>

Appendix 2. Process by Summons – Magistrates Court Cases 2016/17

DATE	BYLAW	OUTCOME	BRIEF CIRCUMSTANCES
4/4/16	13	Guilty plea Fine/cost £230	Cycling on a non-designated cycle path
23/4/16	21	Guilty plea Fine/cost/Comp £948	Dog Control / Dog on Dog attack
24/4/16	21	Guilty plea Fine/cost £180	Dog Control / Dog on Dog attack
19/5/16	21	Guilty plea Fine/cost/Comp £875	Dog Control / Dog on Dog attack
21/5/16	13	Guilty plea Fine/cost £230	Cycling on a non-designated cycle path
23/5/16	21	Guilty plea Fine/cost £230	Dog Control / Dog on Dog attack
27/5/16	13	Guilty plea Fine/cost £720	Cycling on a non-designated cycle path and giving false details
17/6/16	13	Guilty plea Fine/cost £220	Cycling on a non-designated cycle path
13/7/16	13	Guilty plea Fine/cost £575	Cycling on a non-designated cycle path
23/7/16	13	Guilty plea Fine/cost £575	Cycling on a non-designated cycle path
31/7/16	2 & 13	Guilty plea Fine/cost £225	Driving an unauthorised vehicle on the Heath and damaging property when leaving the Heath.
6/8/16	41	Guilty plea Fine/cost £475	Protection of wildlife /fishing without a permit.
23/8/16	13	Guilty plea Fine/cost £465	Cycling on a non-designated cycle path
28/8/16	13	Guilty plea Fine/cost £573	Cycling on a non-designated cycle path
15/9/16	13	Guilty plea Fine/cost £573	Cycling on a non-designated cycle path
7/10/16	41	Guilty plea Fine/cost £945	Protection of wildlife / fishing without a permit.
14/10/16	13	Guilty plea Fine/cost £575	Cycling on a non-designated cycle path
18/10/16	13	Guilty plea Fine/cost £575	Cycling on a non-designated cycle path
15/11/16	21	Adjourned until 11/7/17	Dog Control / Dog on Dog attack
29/11/16	13 & 15	Guilty plea Fine/cost £120	Cycling on a non-designated cycle path failing to stop
31/12/16	21	Guilty plea Fine/cost £155	Dog Control / Dog on Dog attack
31/12/16	21 x 2	Guilty plea Fine/cost £315	Dog Control / Dog on Dog attack x2
7/1/17	21x 2 & 23	Guilty plea Fine/cost £450	Dog Control / Dog on Dog attack x2/ Dog off lead in on lead area.
1/3/17	13	Guilty plea Fine/cost £210	Cycling on a non-designated cycle path
3/3/17	13	Awaits Trial	Cycling on a non-designated cycle path
10/3/17	34	Awaits Trial	Shouting and Swearing at a member of staff
14/3/17	13 & 34	Awaits Trial	Cycling on a non-designated cycle path / Shouting and Swearing at a member of staff

Appendix 3. Priority Activities 2016/17

	<b>Priority Area</b>	<b>Action Area</b>	<b>Performance Target</b>	<b>2016</b>
<b>1</b>	Dog control	Targeted & intelligence-led patrols in defined dog control areas.	Minimum two patrols daily in dog control hotspots.	Achieved
<b>2</b>	Dog control	Dog control-related incidents.	90% conviction rate for all dog control-related prosecutions.	Achieved
<b>3</b>	Dog control	Promoting responsible dog ownership.	Through the Dogs Trust hold 8 dog micro chipping and education Roads Shows.	Not achieved
<b>4</b>	Cycling	Targeted & intelligence-led patrols in defined non-cycle areas.	Minimum two patrols daily in cycle control hotspots.	Not Achieved
<b>5</b>	Cycling	Cycling-related incidents.	90% conviction rate for all cycling-related prosecutions.	Achieved
<b>6</b>	Cycling	Promoting responsible cycling.	Through engagement and education promote safe cycling in the Division	Achieved
<b>7</b>	Youth Engagement (litter & anti-social behaviour)	Targeted patrols in areas where high concentrations of school children and young adults will be assembled.	Minimum one patrol daily during peak periods when school children and young adults will be congregated on the Heath.	Achieved
<b>8</b>	Youth Engagement (litter & anti-social behaviour)	Targeted engagement opportunities at youth events on the Heath.	Work with local youth groups, through engagement and education, promote responsible use of the green spaces	Achieved
<b>9</b>	Youth Engagement (litter & anti-social behaviour)	Targeted engagement opportunities at schools surrounding the Heath.	Work with the OSHD Learning Team to deliver to local schools a proactive response to littering & anti-social behaviour	Not Achieved
<b>10</b>	Lido	Targeted patrols during periods where there will be high concentrations of visitors to Lido.	Frequency of patrols to be defined by Sergeants based on risk assessment.	Achieved
<b>11</b>	Lido	Reducing instances of serious crime.	Deployment of 'Knife Arch' during defined peak periods.	Achieved
<b>12</b>	Lido	Monitor the Lido Response Plan	Carry out a briefing at the start of the summer and debrief following the implementation of Lido Response Plan by	Achieved

			staff	
<b>13</b>	Public sex environments	Targeted patrols to reduce instances of anti-social behaviour, crime and litter.	Frequency of patrols to be defined by Sergeants based on risk assessment.	Achieved
<b>14</b>	Public sex environments	Supporting Outreach work	Support Terrence Higgins Trust outreach workers when patrolling the PSE	Achieved





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Hampstead Heath

Registered Charity

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# Hampstead Heath Constabulary

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Engagement, Education and Enforcement Plan 2015—2018

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

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

## About Hampstead Heath

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

### Biodiversity in the city

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

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

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

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

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

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

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

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



## What is the Hampstead Heath Constabulary

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

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

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

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

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

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

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

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

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

# Vision, Values and Environment

## Vision

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

The Constabulary team will achieve this through;

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

## Values

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

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

## Environment

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

### 1. Parliament Hill

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

### 2. Golders Hill Park

Zoo, Café, Tennis Courts

### 3. Ponds

Mens, Ladies and Mixed Bathing Pond and angling ponds

## Performance Highlights

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

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

During the period April 2016 to March 2017, the constabulary have dealt with a variant of incidents, including multiple helicopter landings, responding to medical incidents and incidents of exposure. They have continued to develop their working relationship with external stakeholders,, including the Metropolitan Police and British Transport Police.

In 2016/17, Byelaw offences were presented to the Magistrates Court. 27 cases were prepared and 23 were put before the Magistrates court. Fines and costs ranged from £120 for a cycling offence up to £948 for a dog control offence.

HHC has continued to provide on-site policing for larger events, including the annual funfairs, the Affordable Art Fair, Grow London and the Circus where animal rights activists once again attended in 2016. HHC also represents the City of London with a managed presence on Parliament Hill during New Year's Eve celebrations thereby preventing the negative impact suffered by other similar sites across North London. Popular fairs at East Heath during Easter, Whitsun and August attract significant numbers of visitors. The high visibility presence of the Constabulary results in no reports of serious crime or anti-social behaviour.

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

HHC continues to provide an effective and efficient policing service on Hampstead Heath and Highgate Wood. During 2016/17 officers dealt with 2,513 incidents, including dealing with medical emergencies and fatalities. On the Heath



## Priorities

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

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

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## Priority Performance Indicators

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

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





### Contact Information

The Constabulary can be contacted on the following number

By telephone: 020 8340 5260

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

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

### Face to face

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

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

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

Constabulary Manager  
City of London  
Heathfield House  
432 Archway Road  
London N6 4JH  
Telephone: 020 7332 3322

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

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

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

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<b>Committee</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood & Queen's Park Committee	17072017
<b>Subject:</b> Queen's Park Café – Options Appraisal	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Decision</b>
<b>Report author:</b> Richard Gentry – Open Spaces & Heritage Department	

## Summary

An engagement and consultation exercise in relation to the café provision at Queen's Park has been completed. A total of 391 responses were received. The feedback received suggests that the café is valued as a community hub and an important asset in the Park. The quality and cost of food, along with the ambience were factors that were considered important by the public.

The Superintendent recommends that the City of London Corporation commence a new tender for the lease of Queen's Park Café.

## Recommendations

It is recommended that:

- Members note outcomes of the public engagement and consultation undertaken;
- Note the views of the Queen's Park Consultative Group following their June meeting;
- Members give their views on the Superintendent's proposed option regarding the Café Lease (Para 9);
- Agree the Superintendent's proposed option regarding the Café Lease (para 9).

## Main Report

### Background

1. The City of London appointed a consultant to carry out an engagement and consultation exercise in relation to the Queen's Park Café, in the winter of 2016/2017.
2. This report considers the outcomes of the public engagement and consultation exercise and proposes a way forward for the Queen's Park Café.

3. Five cafés from across the Division were retendered in the winter of 2015. The Hampstead Heath, Highgate Wood & Queen's Park Committee (HHHWQPC) voted to award leases on 14 March 2016. The Queen's Park Café lease was awarded to a local company, Surebrooks Limited (Minkies). Following extensive negotiations between the City of London and Surebrooks Limited they made a decision to withdraw from the tender.
4. The current Queen's Park Café tenant is on a Tenancy at Will.

### **Context**

5. Hampstead Heath and Highgate Wood & Queen's Park, Kilburn are registered charities for which the City of London Corporation is the trustee. The purposes of both charities involves the preservation of open space for the recreation of the public. The HHHWQPC 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 HHHWQPC may consider the wider social and environmental benefits that they bring to the open spaces.

### **Proposed Approach**

6. Following an engagement and consultation exercise at Hampstead Heath, in consultation with the Café Working Party, it was suggested that Service Standards and Performance Indicators based on the outcomes of the engagement and consultation exercise be developed. Setting these indicators out clearly will assist the leaseholders in understanding what they are being asked to provide and will help Officers from the City of London to monitor the cafés performance. A copy of the Performance Indicators and Service Standards can be found at Appendix 2.
7. The Superintendent proposes to form a small working group for Queen's Park developing a dialogue and future engagement with the Queen's Park Café. Representatives of this group would be invited to assist with the evaluation of the refreshment providers, subject to procurement rules, and to help the City of London to monitor and measure the cafés performance.

### **Café Lease**

8. The Superintendent has found the café engagement and consultation exercise extremely useful and the report (see Appendix 1) highlights the aspects of the current offer which users found either to their satisfaction or dissatisfaction. Overall people reported being dissatisfied with the café provision, in particular they felt the facilities were poor and the food quality and price of food was unsatisfactory. A number of key themes were identified in the café consultation

and engagement, these were; a family friendly café, good quality food at affordable prices, a distinctive environmentally friendly café, a café offering employment and training opportunities for local people.

### **Proposed Option**

9. Having considered the responses received in the café engagement and consultation exercise the Superintendent is minded to recommend initiating a new tender process for the lease of the Queen's Park Café. The Superintendent now seeks the views of this Consultative Group on the proposed approach.

### **Conclusion**

10. The engagement and consultation exercise which has been undertaken has provided valuable information about the public's views on the café. The café facility is valued as a community hub and food cost, quality, and atmosphere are seen as the most important factors. The Superintendent recommends that a new tender process is commenced, in-line with the findings of the engagement and consultation exercise.
11. 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 facility to provide enhanced service outcomes for the future.

### **Appendices**

- Appendix 1 – Queen's Park Café – Engagement and Consultation Report
- Appendix 2 – Performance Indicators

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# QUEEN'S PARK CAFÉ CONSULTATION REPORT

**PROJECT TITLE: A1758 Hampstead Heath Café Engagement**

**Client: City of London**

Version	Date	Version Details	Prepared by	Checked by	Approved by Principal
V1	22.02.2017	First draft	Marta Rafael	Jon Sheaff	Richard Gentry
V2	25.05.2017	Revised	Tom Jackson	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 asset at Queen's Park. The process was commissioned as a consequence of the withdrawal of the leaseholder from the agreement reached with the City of London in respect of the provision of café services at Queen's Park.

Following the City of London's tendering of its café leases and public responses to this tender process, the City of London set up a 'Café Working Party' to consider the lease issue and Jon Sheaff and Associates have been reporting to Officers from the City of London and the 'Café Working Party' throughout the engagement process. The consideration of the lease for Queen's Park was added to this general engagement brief. **Section 1** of this report sets out this context.

**Section 2** of this report explains the context of the commission and the time-line 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:

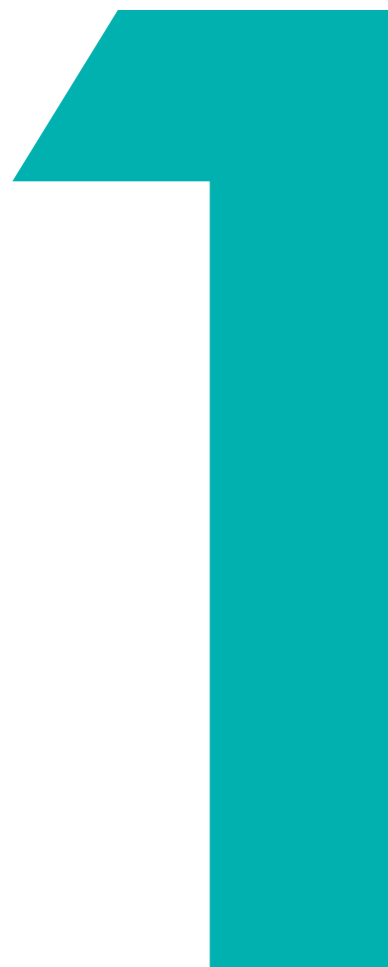
- An on-line questionnaire open for public access for 6 weeks
- On-site interviews and engagement work at Queen's Park

**Section 4** presents the findings of each of these methods. In summary, the engagement process suggests that a new lease for the City of London's café at Queen's Park should:

- Be family-friendly
- Offer a good quality food at affordable prices
- Offer a distinctive, environmentally-friendly café

- Offer employment and training of opportunities for local people
- Be informed by a set of service standard expectations developed in the course of the broader café lease engagement project

**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 a future café license tender and service delivery standards for a new operator.



## INTRODUCTION

The City of London has commissioned Jon Sheaff and Associates to undertake an engagement process around the letting of a lease for its café at Queen's Park. The engagement process commenced in December 2016 and the commission was completed on the 7th February 2017.



## 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 seven open spaces that lie on the borders of South London and Surrey.**

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, Parliament Hill 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 (HHWQPC), culminating in the award of 3-year leases for the five cafés. Three of the café leases (in respect of Parliament Hill, 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, Golders Hill Park and Highgate Wood. Leases for Queen's Park and Parliament Hill Fields Lido cafés were awarded without further issue. Subsequently, the winning tenderer for Queen's Park withdrew prior to taking up the lease. 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 HHWQPC agreed to the extension of current leases for Parliament Hill, Golders Hill Park and Highgate Wood on the same principle terms as in the existing leases 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 HHWQPC 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 HHWQPC (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.

Following the withdrawal from the Queens Park Cafe tender by the winning bidder in September, the City of London saw an opportunity for further engagement with Queens Park users and non-users.

## 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 Management Plan for Queens Park.

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 Queen's Park Café questionnaire

Jon Sheaff and Associates prepared an on-line questionnaire for distribution to café users and Stakeholders. The content and wording followed a format that had previously been used at Hampstead Heath. It was being published as a live document on Monday 12th December. The questionnaire was publicised by the City of London, by local user groups and associated Stakeholder organisations. 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 Queen's Park café.

The questionnaire consisted of 14 multiple choice questions and 2 additional dialogue boxes offering respondents the opportunity to express specific opinions. A total of 193 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 winter 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 on the following dates on Queen's Park:

- On site discussion - Saturday 10th December 2016: 12.00-16.00PM
- Meeting and discussion - Monday 16th January 2017: 17.00-19.30PM
- On site discussion - Tuesday 7th February 2017: 15.00-18.00PM

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 Meeting and discussing

Jon Sheaff and Associates attended a meeting with the Joint Consultative Group on the 16th of January 2017.

The purpose of the workshop was to help participants to consider as fully as possible the opportunities and constraints that would inform the procurement of a new lease at Queen's Park.

## 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.

the current licensee. A view was frequently expressed that current prices are too high and might 'price out' local families with restricted budgets. The questionnaire and individual interviews stressed the need for fresh and healthy food at affordable prices.

### 4.3 The style of the café at Queen's Park should be distinctive

The engagement process has uncovered an aspiration for an individual design style that reflects the quality of the surrounding park. Consultees expressed the view that both indoor and outdoor eating spaces were required. Several consultees expressed the view

that the building would benefit from investment to enhance its overall environmental performance.

### 4.4 The Queen's Park Café should offer employment and training opportunities for local people

Consultees expressed a clear view that the café is part of the social fabric of the park and of the neighborhood in general. Opportunities for employment and training delivered through the café were seen as part of this social offer.

### 4.1 The Queen's Park Café should be family-friendly

The view was strongly expressed at all engagement events that the Queens Park Café should provide a family-friendly offer. Questionnaire responses and individual interviews suggested that the most people visit the café with family and friends. The café should continue to provide facilities for babies and toddlers. Menus should reflect these requirements with a range of offers and prices to reflect the needs of families.

### 4.2 The Queen's Park Café should offer good quality food at reasonable prices

A degree of dissatisfaction was expressed both with the overall quality of food and the continuity of food quality as provided by





## CONCLUSIONS AND RECOMMENDATIONS

The City of London's previous project to award a lease for its café at Queen's Park has not provided a permanent business solution for this site. As a consequence, the City of London is developing an approach that will provide a sustainable outcome.



The City of London's previous project to tender the leases for cafés at Parliament Hill, 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 developed a new approach to the issue that moves the discussion towards a set of common aspirations and new plans for the cafés.

The Queen's Park Café engagement has revealed a number of key themes that should inform future decision-making in respect of café leases. A future café provision at Queen's Park should offer:

- A family-friendly café for Queen's Park
- Good quality food at affordable prices
- A distinctive, environmentally-friendly café
- A café offering employment and training of opportunities for local people

In parallel, the general café engagement process has provided a detailed data set in respect of diverse needs and aspirations of café users 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 Performance Indicators (PI's) that can form part of this service standard requirement.

The engagement process has confirmed a good level of demand for a café at Queen's Park. The café offer is regarded as an integral part of the fabric of the park.

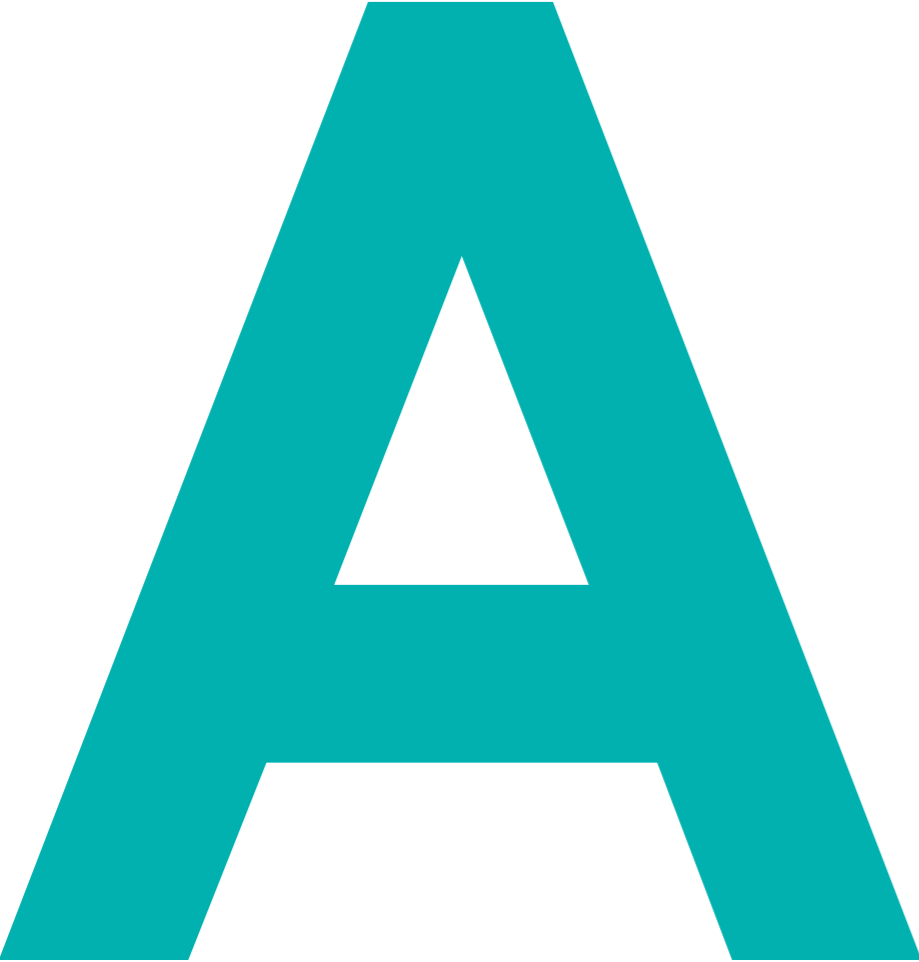
The City of London needs to secure a range of benefits for park users and residents at Queen's Park. The City of London also needs to generate revenue from its assets to sustain general service delivery and a café offers an opportunity in this context.

**Recommendation 1:** Initiate a new tender process to procure a new café operator at Queen's Park.

In the course of the broader City of London café lease consultation, the Queens Park Joint Consultative Group (QPJCG) has adopted a series of service standards that can be used to assess future café tenders and future service delivery.

**Recommendation 2:** The service standards developed by the QPJCG should be incorporated into a forthcoming tender for the café at Queen's Park. These service standards should be used to assess future operator performance.

**APPENDICES**



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## APPENDIX A.1 - Online questionnaire, paper copy

# Queen's Park Cafe Consultation Questionnaire



We want to ensure that our cafés meet the needs of users, stakeholders and residents. Following a review of the way in which we tender café leases, we are working with the 'Queen's Park Joint Consultative Group' 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 in Queen's Park, 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 Friday **27th January 2017**. In parallel, we'll be holding two events at the cafe to gather more views and opinions.

We really value your input, so even if you have not used the café in Queen's Park before, 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 current café in Queen's Park?

More than once a week	More than once a month	More than once every few months	Once a year or less	Never
<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

### 2. Have you visited other cafes *near* to Queen's Park in the last year?

Yes

No

Don't know

### 3. If yes, what was your reason for choosing those cafes *instead of* the cafe in Queen's Park?

### 4. What would be the **two main** reasons you **would** go to a café in Queen's Park? Please select **two** only.

For a coffee / tea break	<input type="checkbox"/>	Before or after playing another sport	<input type="checkbox"/>
For a meal i.e. breakfast, lunch or dinner	<input type="checkbox"/>	Whilst walking the dog	<input type="checkbox"/>
At the start or end of a walk	<input type="checkbox"/>	Before or after attending an event nearby	<input type="checkbox"/>
To socialise with friends or family	<input type="checkbox"/>	To attend events or group activities at the cafe	<input type="checkbox"/>
Before or after playing pitch and putt golf	<input type="checkbox"/>	As an alternative location to work from	<input type="checkbox"/>
Before or after playing tennis	<input type="checkbox"/>	To see familiar faces / acquaintances	<input type="checkbox"/>
Other (please specify)	<input type="text"/>		

### 5. Who would you be **most likely** to visit a café in Queen's Park with? Please select **one** only.

Alone	<input type="checkbox"/>	Members of groups / teams e.g. tennis	<input type="checkbox"/>
As a couple	<input type="checkbox"/>	With colleagues	<input type="checkbox"/>
Friends / family with children	<input type="checkbox"/>	Other (please specify below)	<input type="checkbox"/>
Friends / family adults only	<input type="checkbox"/>		

### 6. What drinks would you like to be sold in the cafe? *Please select the 2 most important.*

Fresh brewed coffee / tea	<input type="checkbox"/>
Hot drinks to take away	<input type="checkbox"/>
Hot chocolate	<input type="checkbox"/>
Branded soft drinks	<input type="checkbox"/>
More unique soft drinks	<input type="checkbox"/>
Fresh fruit juice / smoothies	<input type="checkbox"/>
Alcoholic drinks	<input type="checkbox"/>
Other - please specify	<input type="checkbox"/>

### 7. What food would you like to be sold in the cafe? *Please select the 2 most important.*

Main meals / hot food	<input type="checkbox"/>
Cold meals e.g. salads	<input type="checkbox"/>
Hot snacks	<input type="checkbox"/>
Sandwiches and cold snacks	<input type="checkbox"/>
Packaged, take-out options e.g. sandwiches	<input type="checkbox"/>
Cakes	<input type="checkbox"/>
Children's meals	<input type="checkbox"/>
Baby food	<input type="checkbox"/>
Specials which change regularly	<input type="checkbox"/>
Other - please specify	<input type="checkbox"/>



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

Health food	<input type="checkbox"/>
Freshly / home made products	<input type="checkbox"/>
Wide variety of options	<input type="checkbox"/>
Organic	<input type="checkbox"/>
Vegetarian / vegan	<input type="checkbox"/>
Food suitable for those with allergies e.g. gluten free	<input type="checkbox"/>
Other - please specify	<input type="checkbox"/>

9. Please read the following statements in relation to future café provision in Queen's Park 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 park.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There should be opportunities for local people to be employed and trained in the cafe.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There should be investment to make the cafe environmentally friendly e.g. energy efficient, recycling.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
People should be able to book or use the cafe regularly for group activities or community events.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The café should host their own special events.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
You should be able to collect equipment for pitch and putt golf from the café	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
You should be able to book activities / facilities via the café e.g. tennis courts	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The cafe should be individual in style and run in a way that reflects specific, local needs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

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10. Please read the following statements in relation to service of food in any future café provision in Queen's Park 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.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The cafe should be open early in the mornings i.e. before 9am.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The cafe should be open in the evening, as late as other parts of the park.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ingredients and food should be locally sourced, where possible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The ingredients and food should be fair trade, where possible.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

11. Please read the following statements in relation to facilities in any future café provision in Queen's Park 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 babies and toddlers	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The café should be child-friendly	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
The cafe should have facilities for dogs e.g. bowls of drinking water.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There should be free access to WiFi in the cafes.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
There should be background music, or similar, played in the cafe.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



12. Which of the following **most closely** describes how you'd like a cafe in Queen's Park to look and feel? Please select **one** only.

<input type="checkbox"/>	Individual and unique	<i>A style that is specific to that café and location. May be a bit quirky or themed in design.</i>
<input type="checkbox"/>	Quick and efficient	<i>Designed to help with the speed of service and cleaning. Access to a service point that allows efficient service and easy to clean surfaces.</i>
<input type="checkbox"/>	Modern and minimalist	<i>Strong, bold, clean lines in the design. Clear, open surfaces and limited soft furnishing and ornamentation.</i>
<input type="checkbox"/>	Strong connection to nature	<i>Use of natural materials such as wood, and possibly planting internally and externally. Views to surrounding landscape.</i>
<input type="checkbox"/>	Architecturally distinctive	<i>Clearly recognisable in shape and form. Creates a feature within the setting rather than blending in.</i>
<input type="checkbox"/>	Traditional	<i>Similar to a traditional tea shop with soft furnishing and potentially elements of vintage style or rustic design.</i>
<input type="checkbox"/>	Other (please specify)	<input type="text"/>



12. Which of the following **most closely** describes how you'd like a cafe in Queen's Park to look and feel? Please select **one** only.

<input type="checkbox"/>	Individual and unique	<i>A style that is specific to that café and location. May be a bit quirky or themed in design.</i>
<input type="checkbox"/>	Quick and efficient	<i>Designed to help with the speed of service and cleaning. Access to a service point that allows efficient service and easy to clean surfaces.</i>
<input type="checkbox"/>	Modern and minimalist	<i>Strong, bold, clean lines in the design. Clear, open surfaces and limited soft furnishing and ornamentation.</i>
<input type="checkbox"/>	Strong connection to nature	<i>Use of natural materials such as wood, and possibly planting internally and externally. Views to surrounding landscape.</i>
<input type="checkbox"/>	Architecturally distinctive	<i>Clearly recognisable in shape and form. Creates a feature within the setting rather than blending in.</i>
<input type="checkbox"/>	Traditional	<i>Similar to a traditional tea shop with soft furnishing and potentially elements of vintage style or rustic design.</i>
<input type="checkbox"/>	Other (please specify)	<input type="text"/>

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13. How would you rate the current cafe in Queen's Park in relation to the following:

	Excellent	Good	Neutral	Poor	Terrible	N/A or Don't know
Quality of food and drink	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Price of food and drink	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Links to the local community e.g. advertise local groups, etc	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Healthiness of food and drink sold	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Speed of service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilities e.g. toilets, etc	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ambience of the cafe e.g. relaxed, friendly, etc	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

13. How would you rate the current cafe in Queen's Park in relation to the following:

	Excellent	Good	Neutral	Poor	Terrible	N/A or Don't know
Quality of food and drink	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Price of food and drink	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Links to the local community e.g. advertise local groups, etc	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Healthiness of food and drink sold	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Speed of service	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Facilities e.g. toilets, etc	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Ambience of the cafe e.g. relaxed, friendly, etc	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>



14. Which of the following is most important to you in relation to café provision in Queen's Park?

Please select **one** only.

Quality of food and drink	<input type="checkbox"/>	Links to the local community / local area	<input type="checkbox"/>
Design of the building and space around it	<input type="checkbox"/>	Healthy food and drink	<input type="checkbox"/>
Price of food and drink	<input type="checkbox"/>	Speed of service	<input type="checkbox"/>
That it is environmentally friendly	<input type="checkbox"/>		

15. Do you have any other comments or suggestions you would like to share with us about the café in Queen's Park?

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**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 <input type="checkbox"/>	Male <input type="checkbox"/>	5-15 years <input type="checkbox"/>
Work locally <input type="checkbox"/>	Female <input type="checkbox"/>	16-19 years <input type="checkbox"/>
Visiting <input type="checkbox"/>	Other <input type="checkbox"/>	20-44 years <input type="checkbox"/>
		45-64 years <input type="checkbox"/>
		65 years + <input type="checkbox"/>
		Prefer not to say <input type="checkbox"/>

4. What is your ethnic group? Please encircle. Leave blank if you would prefer not to say.

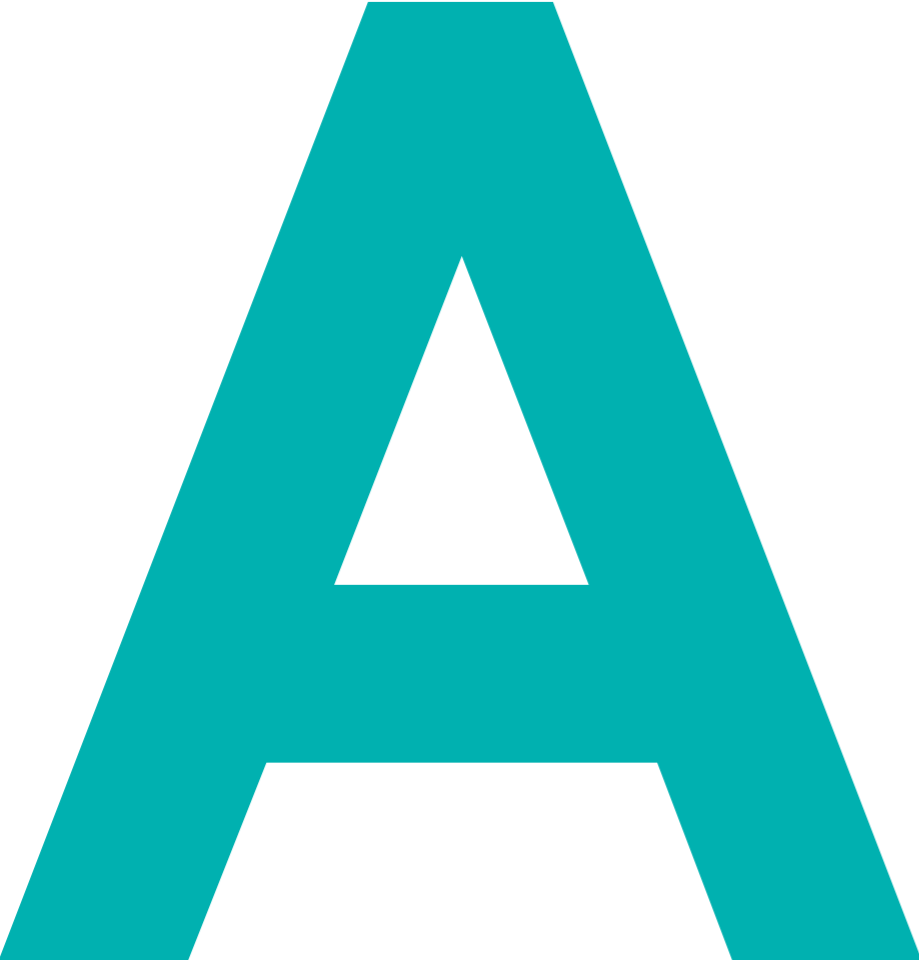
White	Mixed / Multiple Ethnic Groups	Asian / Asian British	Black / African / Caribbean / Black British	Other Ethnic Group
English /Welsh / Scottish / Northern Irish / British	White and Black Caribbean	Indian	African	Arab
Irish	White and Black African	Pakistani	Black British	Any other ethnic group
Traveller	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 <input type="checkbox"/>	Yes <input type="checkbox"/>
Other (please specify) <input type="checkbox"/>	No <input type="checkbox"/>
<input style="width: 150px; height: 20px;" type="text"/>	Prefer not to say <input type="checkbox"/>

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

**APPENDICES A.2 - Queen's Park Questionnaire Results**



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## Introduction

The consultation questionnaire was developed to determine the views of users and potential users of the Queen's Park Café. Once agreed with representatives of the user groups, it was published online and the link widely shared. The design team attended consultation events to gather further opinion.

Attendees at these events were also asked to complete questionnaires. The online questionnaire was open for 6 weeks from 20th December 2016 to 31st January 2017. Responses were received from 391 individuals.

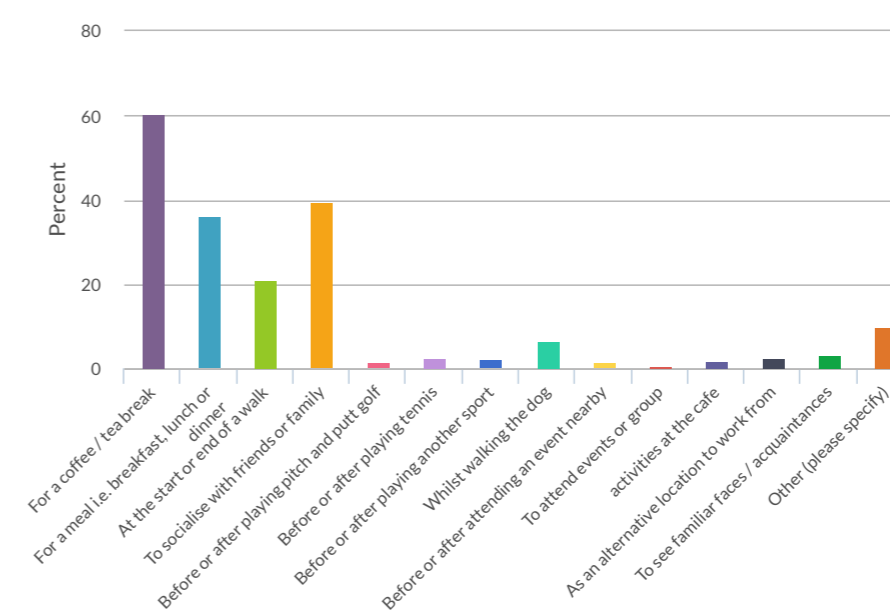
## Reasons People Visit a café in Queen's Park

Almost two thirds of respondents reported that one of the main reasons they would visit a café in Queen's Park was for a coffee or tea break. Over one third said one of the main reasons would be to socialise with friends and family, and another third said that they would visit the café to have a meal. One fifth of respondents said that they would go to the café before or after a walk in the park.

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In comments to the questionnaire, respondents noted that many of the people visiting the café did so with children and that it needed to cater for that. The majority of respondents who selected "other" reported that they visited the café before or after using the play area.

95% of respondents reported that they had visited cafés nearby in the last year. The main reasons cited for this were better quality of food and better value for money. Given the positive feelings about the location of the café in the park, improving the quality of what is served and considering what value for money means to potential customers would encourage more people to make use of the café in Queen's Park.



Reason	Percent	Count
For a coffee / tea break	60.5%	201
For a meal i.e. breakfast, lunch or dinner	36.4%	121
At the start or end of a walk	21.1%	70
To socialise with friends or family	39.2%	130
Before or after playing pitch and putt golf	1.5%	5
Before or after playing tennis	2.1%	7
Before or after playing another sport	2.1%	7
Whilst walking the dog	6.6%	22
Before or after attending an event nearby	1.5%	5
To attend events or group	0.6%	2
activities at the cafe	1.8%	6
As an alternative location to work from	2.7%	9
To see familiar faces / acquaintances	3.3%	11
Other (please specify)	9.9%	33

60.5% of people said that the main reason they visit one of the cafés is for a coffee or tea break.	
For a coffee / tea break	60.5%
To socialise with friends or family	39.2%
For a meal i.e. breakfast, lunch or dinner	36.2%
At a start or end of a walk	21.1%
Other	9.9%
Whilst walking the dog	6.6%
To see familiar faces / acquaintances	3.3%
As an alternative location to work from	2.7%
Before or after playing tennis	2.1%
Before or after playing another sport	2.1%
Activities at the cafe	1.8%
Before or after playing pitch or putt golf	1.5%
Before or after attending an event nearby	1.5%
To attend events or group	0.6%

Table A.1 - What is your age?		
	Responses	Percentage
20-44 years	188	63.1%
45-64 years	89	29.9%
65 years +	17	5.7%
Prefer not to say	4	1.3%

**Table A.2 - How often do you visit Queen's Park café?**

	more than once a week	more than once a month	a few times a year	once a year or less	never
Responses	47	124	138	20	19
(Percentages %)	13.5%	35.6%	39.7%	5.7%	5.5%

**Table A.3- What is your main language?**

	Responses	Percentage
English	279	93.6%
Other	19	6.4%

**Table A.4 - Do you consider yourself to have a disability?**

	Responses	Percentage
No	285	96.6%
Yes	5	1.7%
Prefer not to say	5	1.7%

**Table A.5 - What is your ethnic group?**

	Responses	Percentage
English / Welsh / Scottish / Northern Irish / British	186	65.0%
Any other White background	49	17.1%
White - Irish	9	3.1%
Any other ethnic group	8	2.8%
Asian / Asian British - Indian	8	2.8%
Any other Mixed / multiple ethnicity	7	2.4%
White - Traveler	4	1.4%
Asian / Asian British - Chinese	3	1.0%
Mixed / multiple ethnicity - White and Asian	3	1.0%
Mixed / multiple ethnicity - White and Black Caribbean	3	1.0%
Arab	2	0.7%
Mixed / multiple ethnicity - White and Black African	1	0.3%
Asian / Asian British - Pakistani	1	0.3%
Black African	1	0.3%

**Table A.6 - Have you visited other cafes near to Queen's Park in the last year?**

	Responses	Percentage
Yes	332	95.4%
No	14	4.0%
Don't know	2	0.6%

**Table A.7 - Who would you be mostly likely to visit a café at Queen's Park with?**

	Responses	Percentage
Friends / family with children	234	70.7%
Friends / family adults only	35	10.6%
As a couple	22	6.6%
Alone	21	6.3%
With colleagues	9	2.7%
Other	6	1.8%
Members of groups / teams	4	1.2%

**Table A.8 - Are you?**

	Responses	Percentage
Local resident	286	96.0%
Work locally	9	3.0%
Visiting	2	0.7%
Prefer not to say	1	0.3%

**Table A.8 - What is your gender?**

	Responses	Percentage
Female	232	78.1%
Male	63	21.2%
Other	2	0.7%

## With Whom Would You Visit the Café?

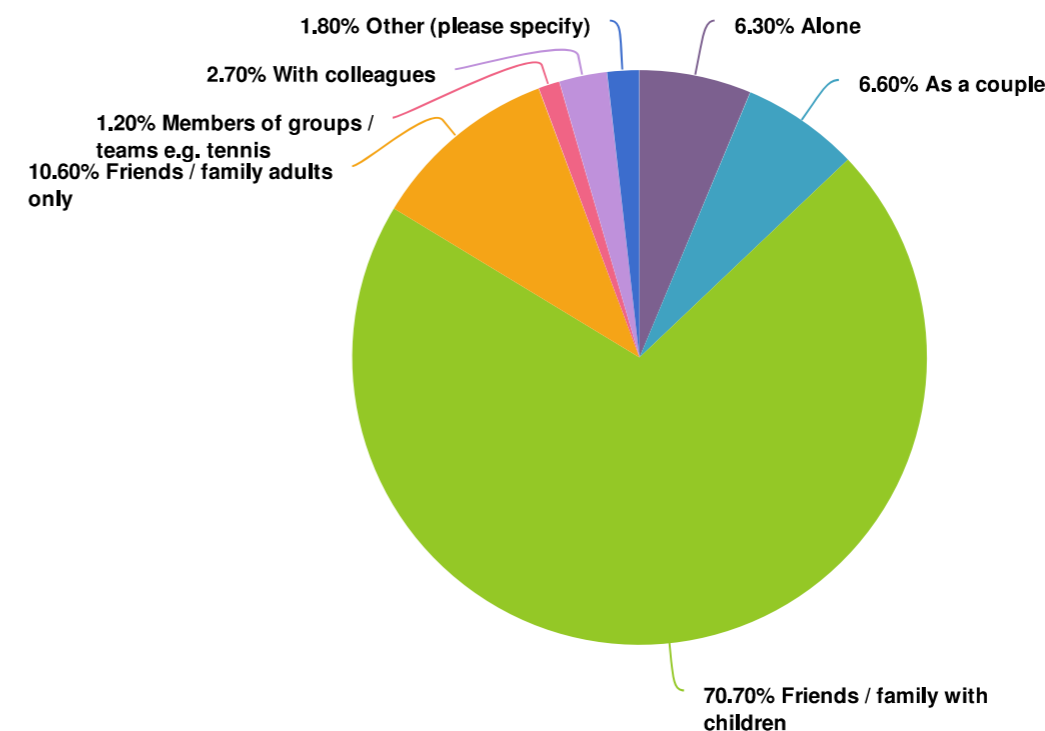
Respondents were asked with whom they would visit a café in Queen's Park.

Overwhelmingly, respondents reported that they were most likely to visit the café with friends or family, including children. In addition, about half of those who selected "other" reported that they visited with children they were looking after, in a professional capacity. As this was by far the most popular response, it indicates a need for the café to provide effectively for this group, with plenty of options for children, seating and facilities to accommodate families, and efficient service.

The next most popular responses were: with friends and family who were adults (11%), as a couple (7%) or alone (6%).

Of the respondents, 3% said that they would visit the café with colleagues, which is a higher number than that received in other surveys, possibly due to the proximity of offices to the park. Finally, just 1% said that they would visit with group or team members, for example tennis.

In addition to children they were child-minding, the majority of people who selected the option "other", reported that they visited with their dog.



Value	Percent	Responses
Alone	6.3%	21
As a couple	6.6%	22
Friends / family with children	70.7%	234
Friends / family adults only	10.6%	35
Members of groups / teams e.g. tennis	1.2%	4
With colleagues	2.7%	9
Other (please specify)	1.8%	6

**Total: 331**

## Most Important Aspect of Cafés

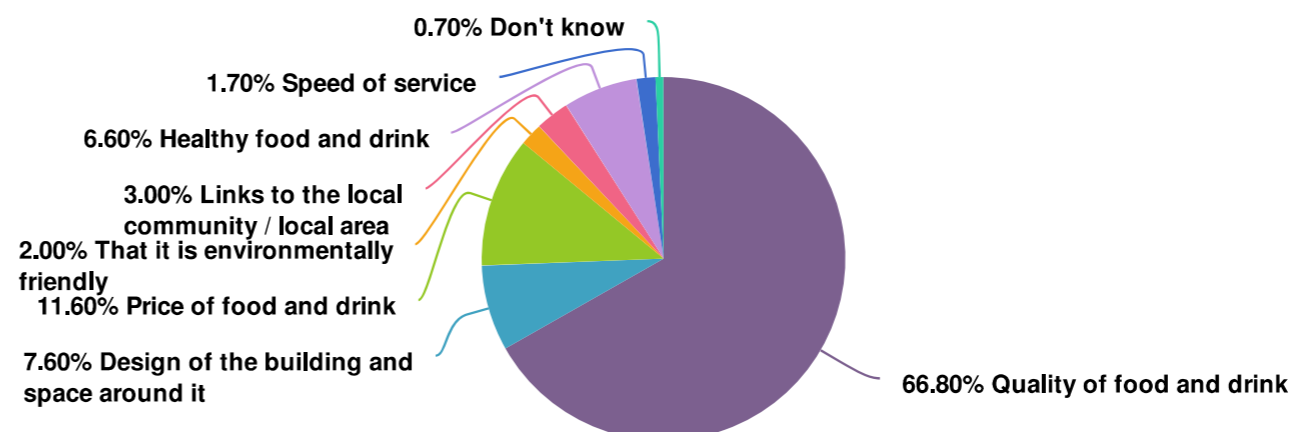
Respondents were given a forced choice question. This is a where a list of options is given, all or many of which are important, and they have to select just one. This gives a clear indication of what is perceived to be essential in café provision, and what is more of a desirable option than a requirement.

Two thirds of respondents (67%) selected quality of food and drink as being the most important aspect of a café in Queen's Park.

Price of food and drink was selected by 12% of respondents, demonstrating that price is important, but that it is more about value for money than a low cost offer. However, there was a feeling that options should be provided to suit a range of budgets as this would encourage more people from the local area to visit the café.

The design of the building was the most important thing to 8% of respondents.

Healthy food was the most important thing to 6% of respondents, particularly as many of them wanted to take children to the café. Links to the local community, speed of service and that the café is environmentally friendly were the most important thing to fewer than 5% of respondents.



Value	Percent	Responses
Quality of food and drink	66.8%	201
Design of the building and space around it	7.6%	23
Price of food and drink	11.6%	35
That it is environmentally friendly	2.0%	6
Links to the local community / local area	3.0%	9
Healthy food and drink	6.6%	20
Speed of service	1.7%	5
Don't know	0.7%	2

**Total: 301**

## Operation of Cafés

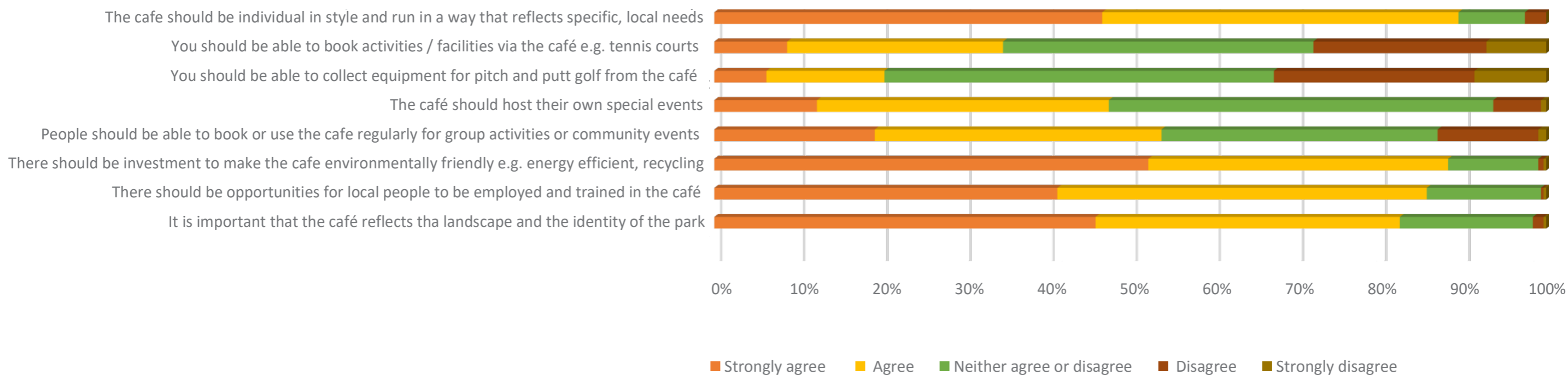
Around 90% of the respondents were in favour of the cafés being individual in style and the way that they were run. People also reported that the café being environmentally friendly, employing and training local people and reflecting the landscape and identity of the park were all very important.

Many people cited in their comments ways in which better links could be made with the local community, and that the management of the café should consider all users from the community when determining what food to offer, and what price to charge for it.

Around half the respondents felt that people should be able to book the café, or part of the café for events, and a slightly smaller proportion reported that the café should host their own special events.

The majority of people were comfortable that the café should take bookings for activities such as tennis, or have equipment for pitch and putt.

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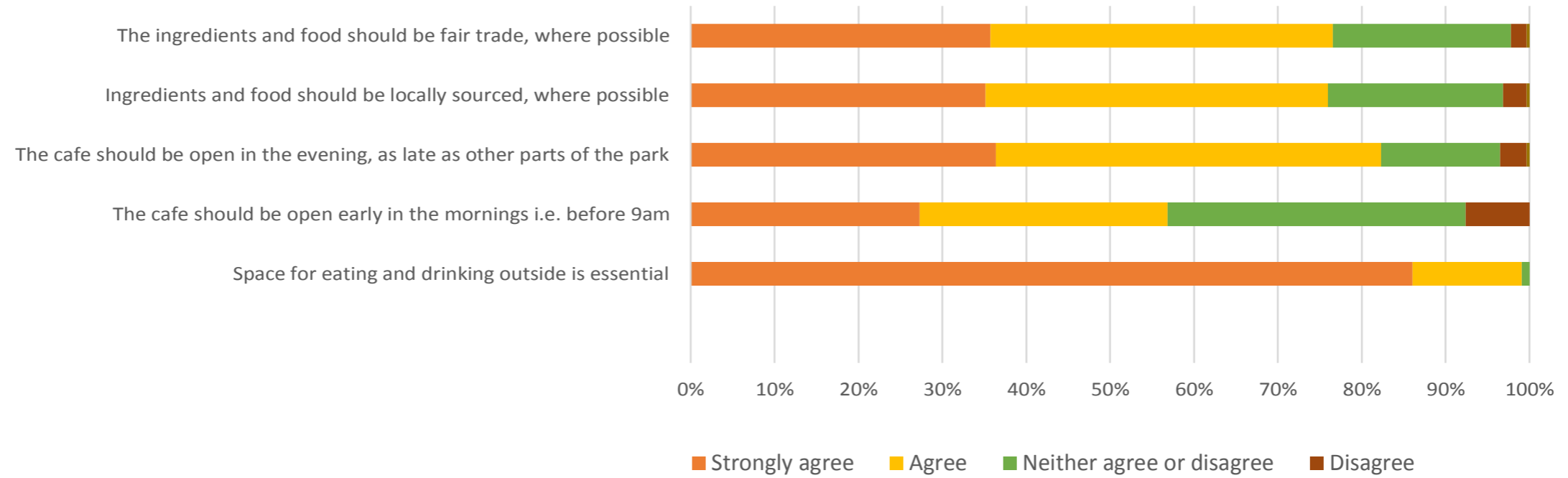


## Food Served in Cafés

Almost all respondents (99%) felt that it was important to incorporate space outside the café for eating and drinking.

Over 80% of respondents reported that they would like the café to be open as late as other parts of the park in the evenings, particularly in the summer months. However, there were fewer respondents who reported that the café being open before 9am was important, only 57% of respondents said that this was important.

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



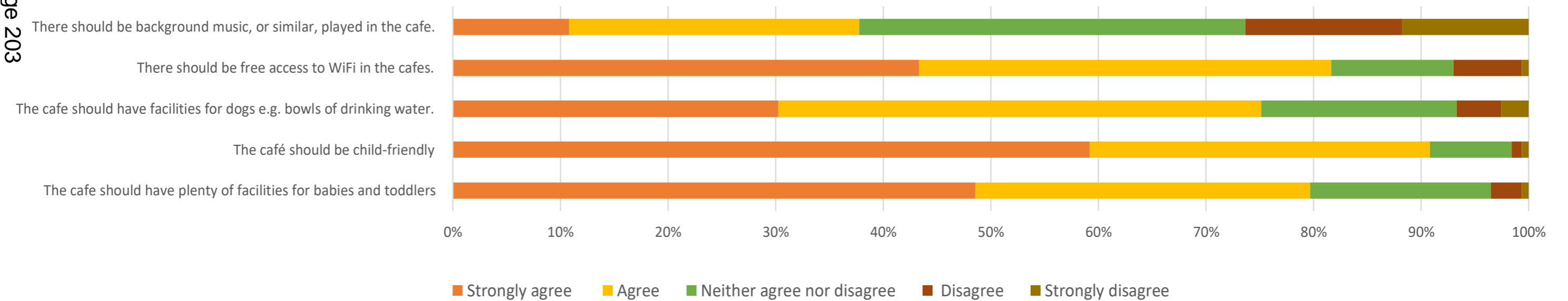
## Facilities in Cafés

Over 90% of respondents felt that the café should be child-friendly, and 79% felt that there should be facilities for babies and toddlers, with 70% of people reporting that they visit the café with children. Clearly providing facilities for children and families is important. However, it was also noted in comments that separation of families and children, from those who were adults or adult-only groups, would be beneficial, as each group would then feel more comfortable in the café and causing minimal disturbance to others.

Overall, 75% of respondents felt that there should be some facilities for dogs, such as drinking bowls of water. It was reported by some of those currently bringing their dogs, that not enough provision was made for them in the existing café.

A large proportion of respondents (81%) said that they would like WiFi in the café, this is possibly a reflection of the number of offices and office workers from nearby, who may make use of the café and would like this facility. Over 60% reported that they did not want background music playing in the café.

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## What Drinks Do People Want?

Respondents were asked to select the two most important from the list for them.

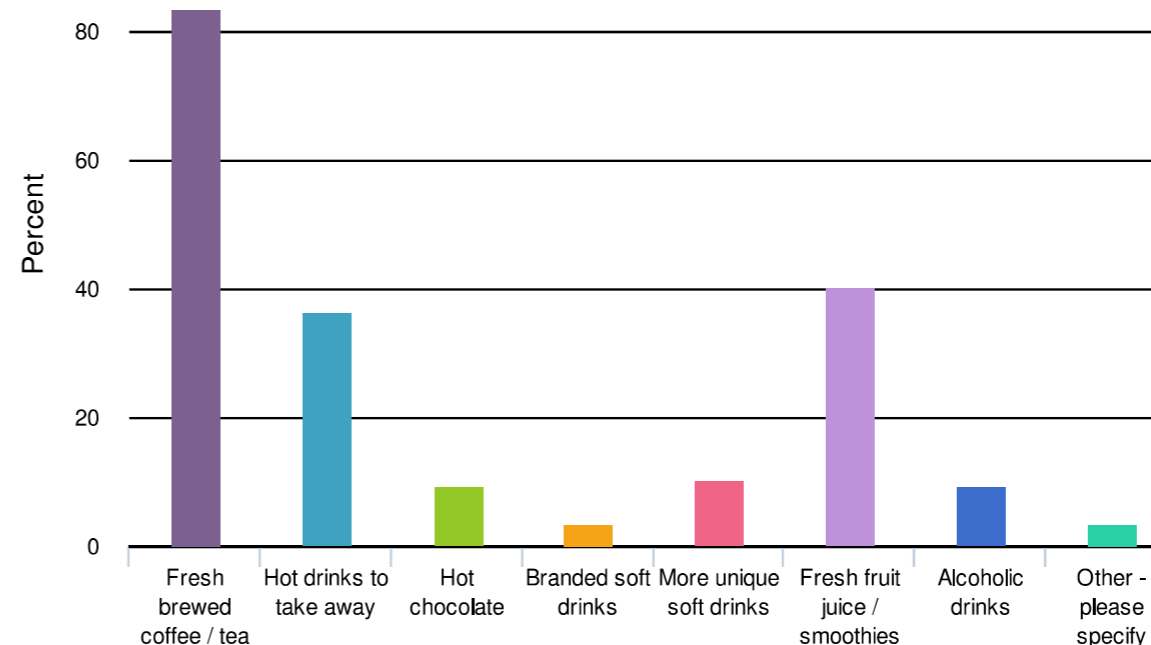
Overwhelmingly, respondents reported that freshly brewed coffee and tea were important to them, with 83% of respondents selecting this option.

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, and many respondents reported that it was currently below the standard they would expect.

The second and third types of drinks people wanted were fresh fruit juice / smoothies, quite possibly due to the large number of families wanting to make use of the café, and take away hot drinks. These should also represent part of the standard offer if possible.

Around 10% of people reported that they would like to be able to buy hot chocolate and 9% would like alcohol to be served.

More people (10%) reported that they would like unique soft drinks to be served than branded soft drinks. Both were the least frequently selected options, with more people reporting a preference for fresh fruit juice and hot drinks.



Value	Percent	Responses
Fresh brewed coffee / tea	83.4%	271
Hot drinks to take away	36.3%	118
Hot chocolate	9.5%	31
Branded soft drinks	3.7%	12
More unique soft drinks	10.2%	33
Fresh fruit juice / smoothies	40.3%	131
Alcoholic drinks	9.2%	30
Other - please specify	3.4%	11



## What Food Do People Want?

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

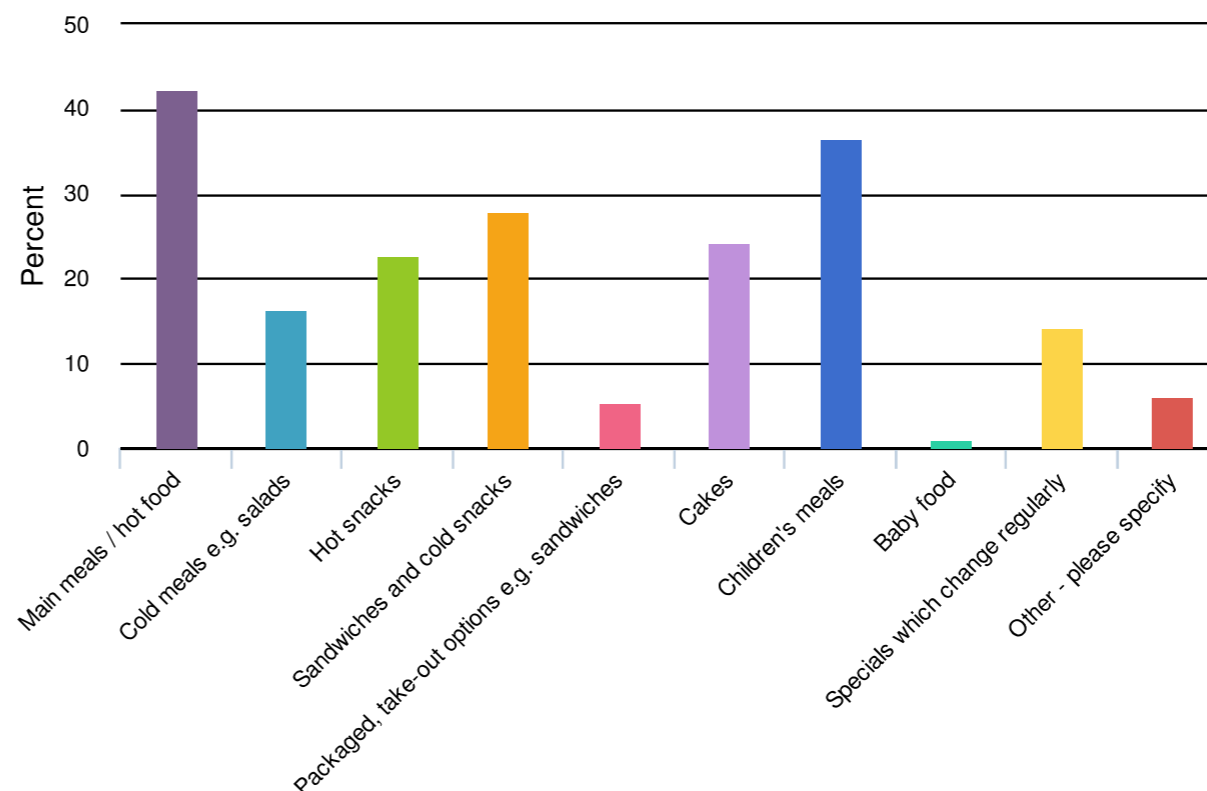
Responses suggested that a range of options should be offered, and this aligned with comments received to the questionnaires.

The most important food options for respondents were main meals / hot food and children's meals. This highlights that a large proportion of people want to come to the café, with their families or children, for lunch or dinner.

Around a quarter of respondents felt that homemade cakes, hot snacks and freshly made sandwiches should also be served.

Less important to people overall were cold meals, such as salads, pre-packaged sandwiches and specials which change regularly.

People were more interested in high quality food being done well, and at a reasonable price. There were other cafés in the local area that they felt catered effectively for the pre-packaged sandwiches and cold meals market.



Value	Percent	Responses
Main meals / hot food	42.5%	138
Cold meals e.g. salads	16.3%	53
Hot snacks	22.8%	74
Sandwiches and cold snacks	28.0%	91
Packaged, take-out options e.g. sandwiches	5.5%	18
Cakes	24.3%	79
Children's meals	36.6%	119
Baby food	0.9%	3
Specials which change regularly	14.2%	46
Other - please specify	6.2%	20

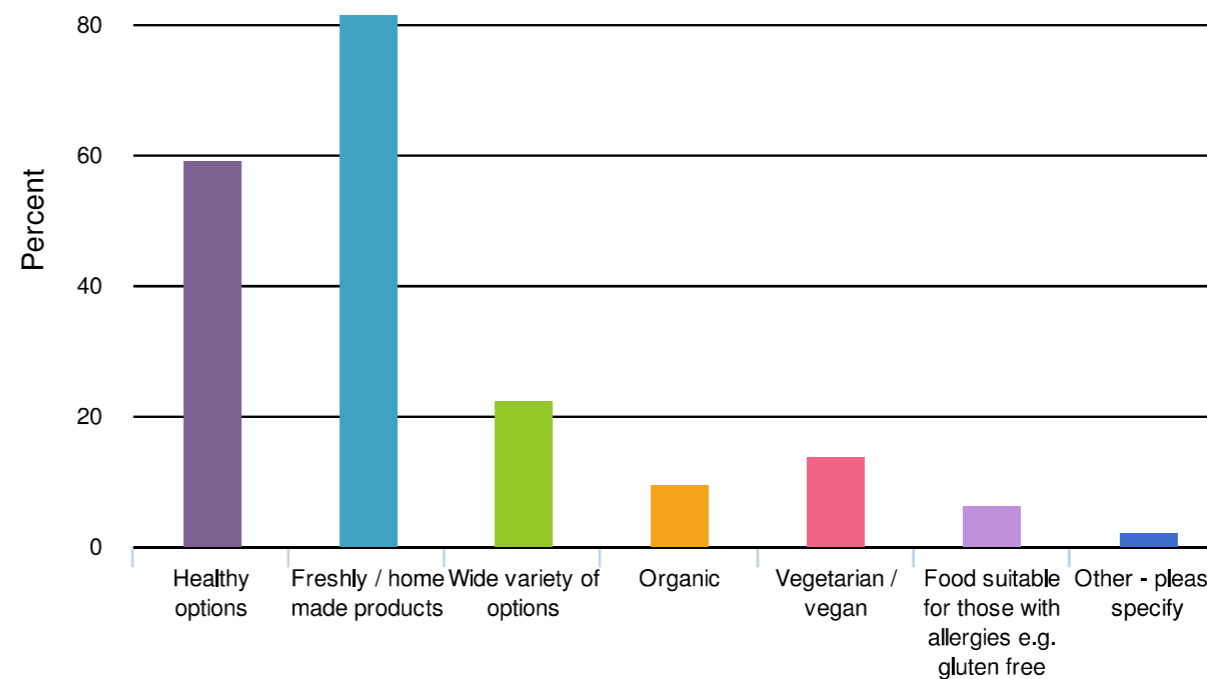
## What Other Options Do People Want?

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

Over 80% of respondents reported that fresh or homemade food being served was important to them. Over half wanted healthy options to be offered, and just under one quarter wanted there to be a wide variety of options on offer.

Vegetarian and vegan options were important to 14% of respondents, and 10% felt that the produce sold should be organic. 7% of respondents felt that food which is suitable to those with allergies should be served.

Those selecting the "other" option specified that there should be halal or kosher offerings and that the food needed to be simple food, done well.



Value	Percent	Responses
Healthy options	59.4%	193
Freshly / home made products	81.5%	265
Wide variety of options	22.5%	73
Organic	9.8%	32
Vegetarian / vegan	13.8%	45
Food suitable for those with allergies e.g. gluten free	6.5%	21
Other - please specify	2.2%	7

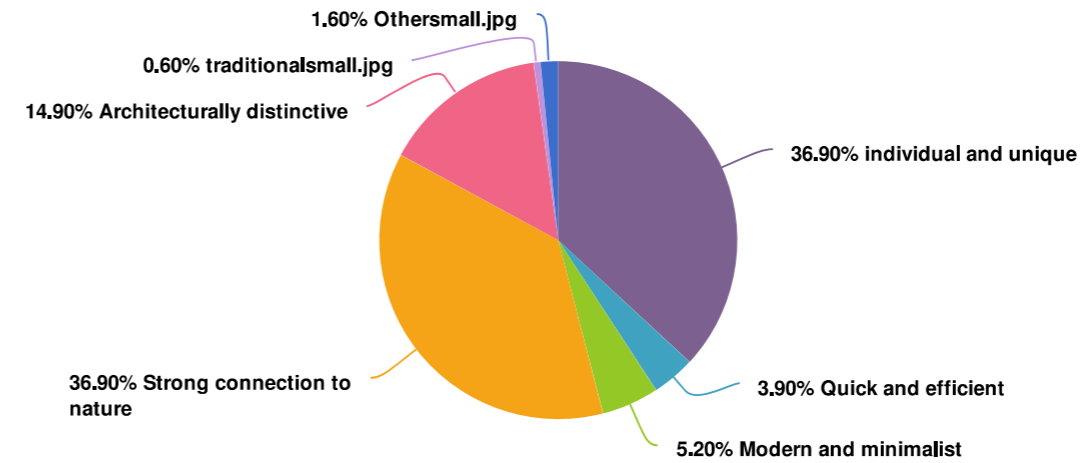
## Design of the Cafés

The two main preferences stated in relation to café design were individual and unique, and a strong connection to nature, with 37% of respondents selecting these two options.

A fairly large proportion, at 15%, selected architecturally distinctive.

As these are not mutually exclusive, it is recommended that a solution is sought which responds to all three of these. 5% feels that the design of the café should be modern and minimalist and 4% that should be quick and efficient.

In comments, respondents indicated that the toilets in particular needed renovation, and that the café should be a cosy and comfortable space.



Value	Percent	Responses
individual and unique	36.9%	114
Quick and efficient	3.9%	12
Modern and minimalist	5.2%	16
Strong connection to nature	36.9%	114
Architecturally distinctive	14.9%	46
traditionalsmall.jpg	0.6%	2
Othersmall.jpg	1.6%	5

Total: 309

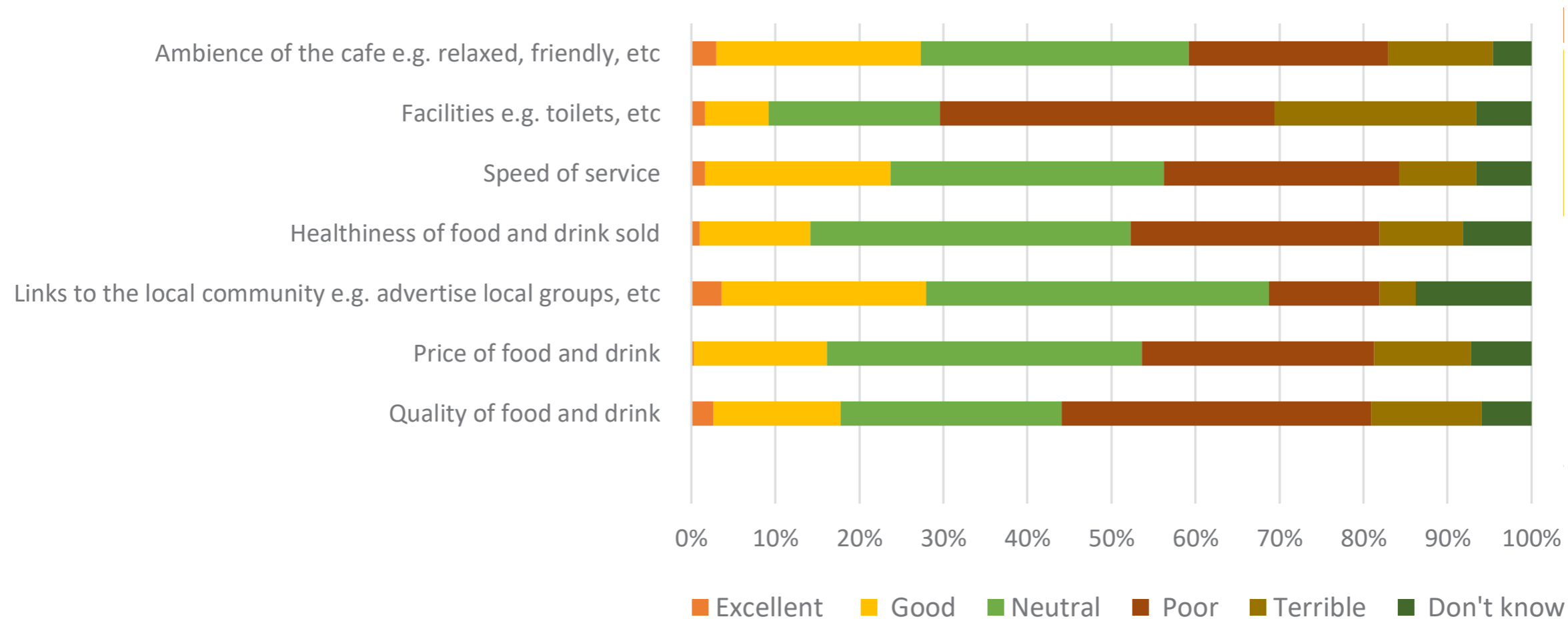
## Existing Café Provision: Queen's Park

Overall, people reported being dissatisfied with the existing café provision. In particular they felt that the facilities were poor, and that the food quality and price of food was unsatisfactory.

People reported that the quality of the food could be poor and was inconsistent. They also felt that it was expensive and priced at the level for more wealthy local residents, or a meal for a treat, rather than being somewhere people could go regularly for good food.

The food was not felt to be particularly healthy, especially for children, and the speed of service was often found to be slow.

Whilst links to the community were not reported to be wholly absent, people currently felt that the café did not reflect the local area and people effectively.



## Conclusions

Based upon the responses to the questionnaires, the following are noted as being particularly important to people in relation to a café in Queen's Park:

### **Current Provision**

Respondents reported feeling strongly that the current provision could be significantly improved, particularly in relation to quality of food, value for money and service. A number of other cafés in the local area, and in other parks, were cited as examples of how the café could be run more effectively. It was felt that the café should reflect the high quality of the park, and the "diverse and forward thinking local community", and that at the moment it does not.

### **Family Friendly**

Respondents reported that a large number of people visiting the café do so with children. As a result, the café needs to be family and child friendly, in a positive way, i.e. fast service for children's meals, appropriately priced children's meals, consistency in what is provided for children and options which are healthy for children. Some separation between a children's area and an adult area was requested, i.e. providing a family area and an area which is designed to be more adult friendly. Then both groups would be free to enjoy themselves to a greater extent.

### **Value for Money**

People feel that the café has to be good value for money, and that food should be priced so that a number and range of local families could afford to eat there, rather than just the more wealthy members of the community. It should be somewhere people can go regularly for good food, rather than being a special treat. Respondents feel that the current café is overpriced and also offers very poor value for money.

### **Design**

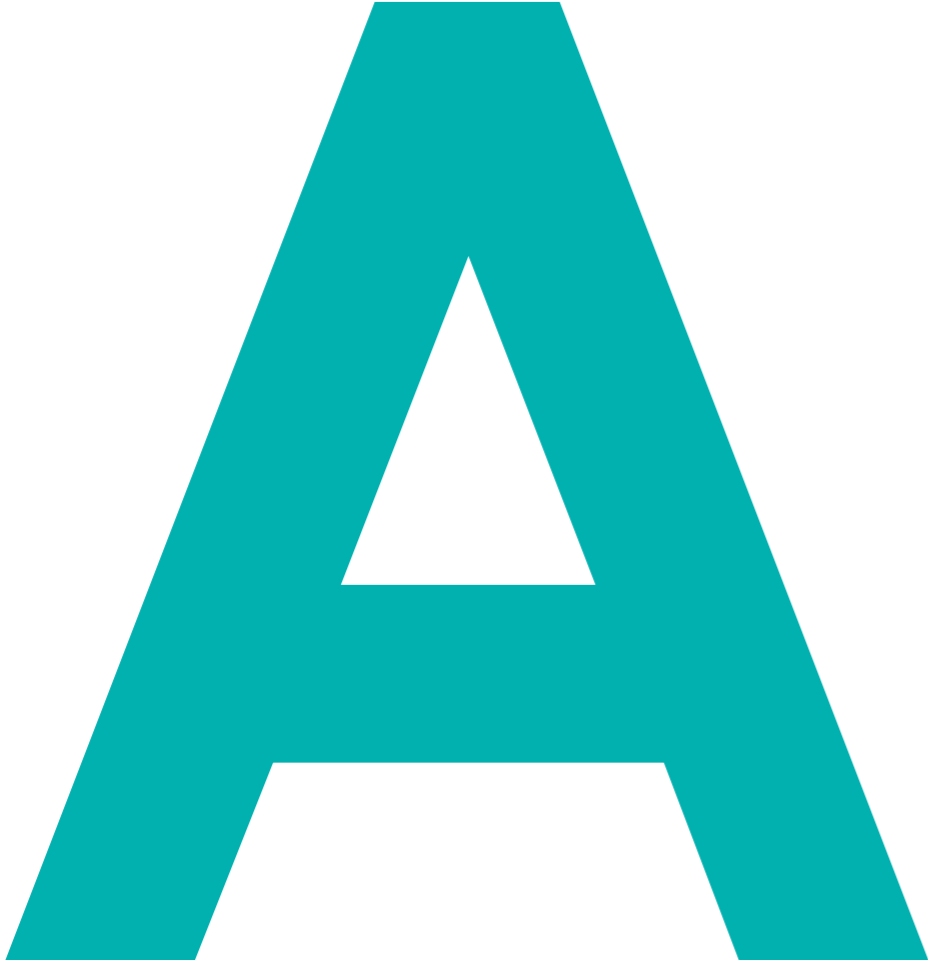
The design was reported to need refurbishment and renovation by respondents. The toilets in particular were felt to be in need of improvement and it was felt that more toilets should be provided.

Respondents felt that the design should be cosy, comfortable and inviting, to encourage a range of customers. Links to nature and the park are essential.

### **Community**

The café needs to be for the community and meet the needs of local people. It should have a positive identity. There should be a link to local community groups, e.g. toddler groups. There should be events or service of food in summer evenings. It should be open the same hours as the park – early and late.

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



# Queen's Park Consultation Event 10.12.16

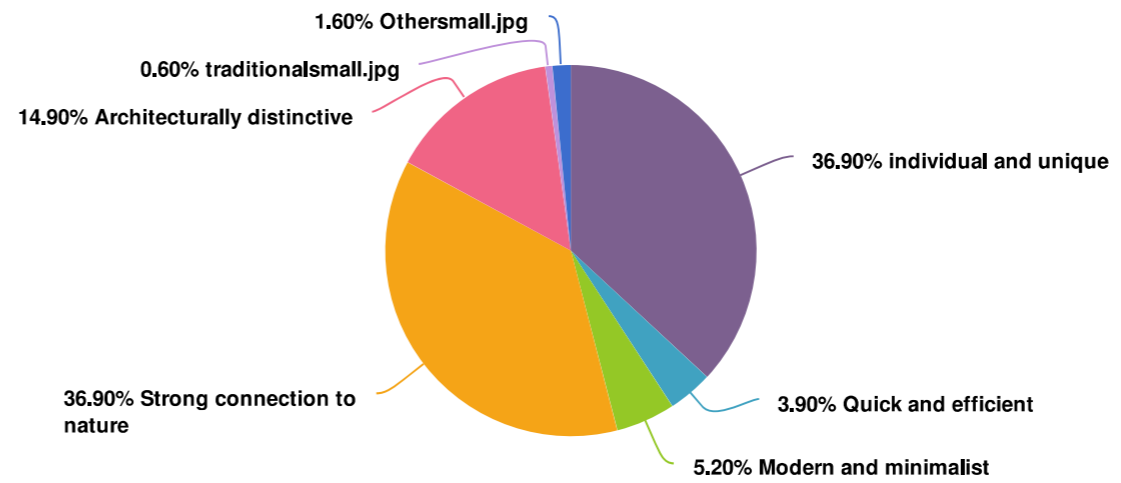


Fig.A.3.1 - Queen's Park Consultation Event, on 10.12.16.



Fig.A.2.1 - Queen's Park Consultation Event, on 10.12.16.

## Type of food we like



Value	Percent	Responses
individual and unique	36.9%	114
Quick and efficient	3.9%	12
Modern and minimalist	5.2%	16
Strong connection to nature	36.9%	114
Architecturally distinctive	14.9%	46
traditionalsmall.jpg	0.6%	2
Othersmall.jpg	1.6%	5

Total: 309

## Table A.3.2: Queen's Park Café Consultation Event 10.12.16 - Comments

Aspirations	Negative	Positive	
<b>General</b>	<b>Café look/ feel</b>	<b>Food offering</b>	<b>Service/ management</b>
Run-down inside. Staff is really good. I'd rather go to the high street café for food.	Nice to have sofas and bookshelves for kids.	I like the café, good breakfast.	Cater for older people, dog walkers and younger people. Not just families!
Kid friendly, healthy, good coffee, no large chains.	Outside has potential that isn't being fulfilled.	Healthy childrens food.	
Currently too expensive for a local café.	A lot of people are alone and they need a place to be. A community café.	There's not healthy kids food - just stuff out of a tin.	More healthy options. Queuing system is very bad.
I'm glad that the café is here, I've only used it once. It's a nice café. I'm vegan, thumbs up.	There should be hula hoops again! Happy with kids food and coffee, but we don't really come here for food. It's not like a restaurant.	I like the café but change the menu sometimes? Healthy and simple food but good quality - exactly what is not happening here.	Linking with sports activities, more integrated! No special deals?
Healthier food choices - organic/local, longer opening hours, nicer design.	Wisteria on top of roof? More planting, public art and better furniture needed.	More modern with organic food - but does the job!	Service is really slow.
Quite expensive for what you get. Better meals for kids.	Needs a refurb, fresh juices, like the Regents Park café, I like the pizza.	Ice cream is really good and there is no proper ice cream place around.	Nice café but loos are bad. Better facilities needed.
Have activities in house - for kids!	Café should be a proper community hub!	No junk food please, more healthy food.	Toilets are disgusting.
Bit crowded/noisy. Great to have café in park.		Better coffee!	I want an inside toilet of good quality.
I'm not a regular user but having a café in the park is great.		Salads, fresh food options, smoothies, healthy food.	Exceeded expectations. Staff are friendly.
I'm happy with the park - no need to change.		Too expensive, needs better quality food/coffee.	

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Fig.A.3.3 - Queen's Park Consultation Event, on 10.12.16.



<b>Committee</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood & Queen's Park Committee	17072017
<b>Subject:</b> Queen's Park Farm Revitalisation Project	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Decision</b>
<b>Report author:</b> Richard Gentry, Open Spaces & Heritage Department	

## Summary

The Queen's Park Farm Vision has been developed to promote greater public engagement. The Vision entails a larger, more visually pleasing, entertaining and user friendly Farm, with integrated and focused educational information throughout. There will be additional space allocated to animal housing, in addition to the improvements to the facilities. The improvements will benefit local school groups and members of the local community who visit the Farm.

## Recommendation(s)

It is recommended that:

- Note the views of the Queen's Park Consultative Group following their June meeting.
- Members agree the Vision and Outcomes (Appendix 1);
- Members agree option 2 in relation to the Queen's Park Farm Visualisation Drawings (Appendix 2);

## Main Report

### Background

1. The Farm facility at Queen's Park was introduced in 1990 and currently receives an estimated 80,000 visits a year. It serves as an excellent opportunity for young children to engage with animals and is a much loved local resource.

## Current Position

2. The Farm facility is now showing its age and restorative work is required to bring it back up to standard. Animal stock levels are historically low, and this represents an opportunity to improve the Farm. It is proposed that this could be achieved by redeveloping the Farm around the guiding concept of “*A small-holding with a sense of fun*”.
3. An over-arching Draft 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.
4. The City would like to develop the site to represent an idealised small holding which would encourage visitor engagement. Visitors to the Farm will be able to develop their understanding and knowledge of the animals, a Farm environment and food production.

## Project Outcome Areas

5. **People:** An improved public experience (site aesthetic, animal stock, interpretation signage, space) leading to increased visitor numbers/repeat visitors. Updates on signage and website, advertising farm based events such as “Meet the Farm Attendant” should also increase visitor numbers.
6. **Finance:** By improving the appearance of the Farm and the overall experience of the visiting public, we would expect some degree of increase in public donations received at the site. An increase in visitor numbers and particularly in repeat visitors should translate to a growth in visitor donations whilst the diversification in animal stock should garner improved funds from animal adoptions and structured educational school visits that can be charged for.
7. **Environment:** Promote the Farms biodiversity with wild flower areas and organically grown fruit and vegetables. Incorporating sustainable planting and using reclaimed wood for structures such as fencing and animal housing. Ensure any breeding programmes are sustainable. Promote biodiversity through educational visits to encourage pupils to care for their own environment.
8. **Education:** The more specifically themed animal collection will lend itself to structured educational visits. This in turn will enable us to gather a more quantifiable view of the community educational benefits of the site. The addition of a vegetable patch will add educational focus for subjects as diverse as food production and security, climate change and health & nutrition. The redevelopment will also provide the opportunity to introduce age appropriate interpretation over the entire site covering a broad range of subjects (agriculture, animal care, species information, rare breeds, healthy eating).
9. **Animals:** The development will focus on improving housing, care facilities and overall enclosure quality for all species. Specific parts of the project will also

provide us with important biosecurity options and improved physical security in animal night quarters.

10. As part of the wider Zoo and Farm Project, the donation post in the farm will be reviewed. It is hoped that new donation boxes, that are more visually attractive, will encourage visitors to make regular donations to help support the costs of providing the Farm. Other opportunities for members of the public to donate will also be considered, e.g. contactless donations. In the financial year 2016/17, donations received amounted to £2,207.27. This money supports the cost of providing the Farm.

## **Options**

11. In order to properly accommodate animal stock, improve facilities and enhance the public value with this project it will be necessary to slightly expand the footprint of the site. There is limited opportunity for expansion due to the surrounding staff yard on three sides and the park itself on the western boundary.
12. The north side of the site is bordered by a waste compactor and green waste collection bay both of which it is not feasible to relocate.
13. The flower bed currently adjoining the existing entrance at the north west corner of the site will be included in the extended footprint of the Farm, and will allow for the construction of a new entrance to the Farm. This will allow easier access for larger buggies and will provide extra space for interpretation signage.
14. To the east side of the existing Farm boundary, there is the option to consider the reduction of one car parking space in the staff parking area, in the staff yard, opposite the staff buildings. This could provide enough area to either extend the current pond paddock or run a public pathway leading to the area behind the barn.
15. Extension of the boundary on the southern side will take in two small structures important for animal housing, biosecurity provision (especially re: Avian Influenza) and storage for bedding, dry fodder and equipment. The area south of these structures will become either a new staff yard area or a publicly accessed area with small animal enclosures dependant on the final proposal.
16. The west side is bordered by a beech hedge and shrubbery. Extension into this area would increase the site by a 3 to 3.5m strip along the entire length. This would enable the expansion and remodelling of the central enclosures and the creation of border enclosures. It is proposed that this land is gained by planting a new hedge. This will significantly reduce the impact of the changes to the Farm in terms of the public view from the park, and will alleviate concerns about wildlife habitat loss due to the removal of hedges.
17. Detailed plans for two site expansion options along with artist impressions are included at Appendix 2. It is proposed to close the site entirely in September

2017 with works to be completed in time for a re-opening event in Spring/Summer of 2018.

## Proposals

18. With only minor adjustments the animal exhibits will be focused exclusively on domestic livestock whilst the inclusion of an allotment and a wildlife garden will highlight vegetable crops and basic ecological ideas. The improved public and animal facilities will be themed to reflect the aesthetic of an idealised small holding and educational interpretation will be redesigned and expanded to reflect ideas around food sources and production, biodiversity and animal care.
19. By improving facilities the Farm will deliver a better experience for visitors. As the facility will be larger, more visually pleasing, entertaining and usable, with integrated and focused educational messages.
20. The proposed changes to the Farm facility will allow for additional space for animal housing.
21. When considering changes to the facility, notably bringing the fodder storage barn into the farm. Members should note that the barn will be split north / south into two bird housing areas, each with full height barn-style doors on the northern wall facing the public view from the pathways. This new “Bird Barn” will double as open fronted day-time shelters and secure night-time quarters for chickens, ducks and geese. The ‘Bird Barn’ will also allow for fowl to be quarantined for bio-security when required, as has been required during the most recent outbreak of avian influenza. The metal storage shed used by staff for equipment storage would be relocated within the staff yard complex. The visualisation attached at Appendix 2 provides information on this.
22. The design aims are:
  - a. Maximising space and options by expanding site footprint.
  - b. Creation of a new entrance way with a more pleasing appearance and better accessibility for larger buggies.
  - c. New public pathway layout aimed at maximising space for animal enclosures whilst maintaining good public traffic flow and improving the overall public experience.
  - d. Repurposing the fodder store into a ‘Bird Barn’. Opening up the north side with full height doors, splitting the internal space, addition of wood cladding covering all publicly visible surfaces both inside and out.
  - e. Ensuring sufficient enclosure space for newly expanded stock list (Pygmy Goats, domestic chickens/duck/goose, quail, giant rabbits, Ouessant (miniature) sheep, turkey).
  - f. Creation of a covered combination interpretation and sheltered seating area in north east corner of the site.
  - g. Redeveloping pond to enlarge, reshape and provide planting. Remove current filtration system and replace with less obtrusive setup.

- h. Particular attention to be given to the issue of the beech hedging during expansion. Any change/removal options must mitigate concerns raised about habitat loss.
- i. Incorporate an 'Allotment' area at northern end of site. A series of beds containing commonly grown vegetables alongside a dedicated Wildlife Garden area.

### **Corporate & Strategic Implications**

23. The proposed restorative works at the Queen's Park Farm will help fulfil the City of London Corporation's Corporate Plan 2015-19; to provide valued services, such as education, employment, culture and leisure, to London and the nation. The report also meets the Department's Strategic Goals and Objectives; To protect and conserve the ecology, biodiversity and heritage of our sites, Embed financial sustainability across our activities by delivering identified programmes and projects, Enrich the lives of Londoners by providing high quality and engaging educational and volunteering opportunities, Improve the health and wellbeing of community through access to green space and recreation. The report also contributes to the Departmental values of quality, inclusion, environment, promotion and people.

### **Implications**

24. Funding for this project would need to be given careful consideration. The City of London would consider appropriate funding mechanisms, including donations and fundraising opportunities for this project with the support of the local community.

### **Conclusion**

25. The implementation of the Vision for the Farm and the redevelopment of the facility will enable the City of London to transform the Farm in to a well structured, high quality resource accessible to the public, promoting engagement and learning opportunities.

### **Appendices**

- Appendix 1 – Draft Queen's Park Farm, Vision and Outcomes Document
- Appendix 2 – Queen's Park Farm Visualisation Drawings

### **Richard Gentry**

Constabulary and Queen's Park Manager

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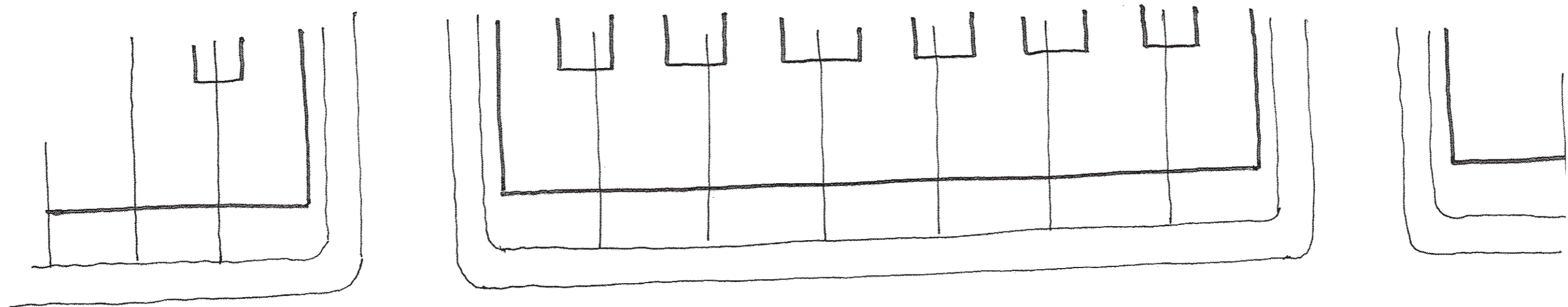
# Vision

Our vision is to inspire learning and engagement with the natural world through:			
Welfare	Welcoming	Engagement	Collection
Ensuring the health and wellbeing of the farm animals.        	Providing a welcoming, safe and accessible children's farm that visitors feel confident to explore.	Inspiring people to develop their knowledge and understanding of farm animals and food production.  Encouraging people to engage and participate in the development of the farm.	Ensuring the collection reflects small holdings in Britain and encourages an understanding of ethical animal husbandry.

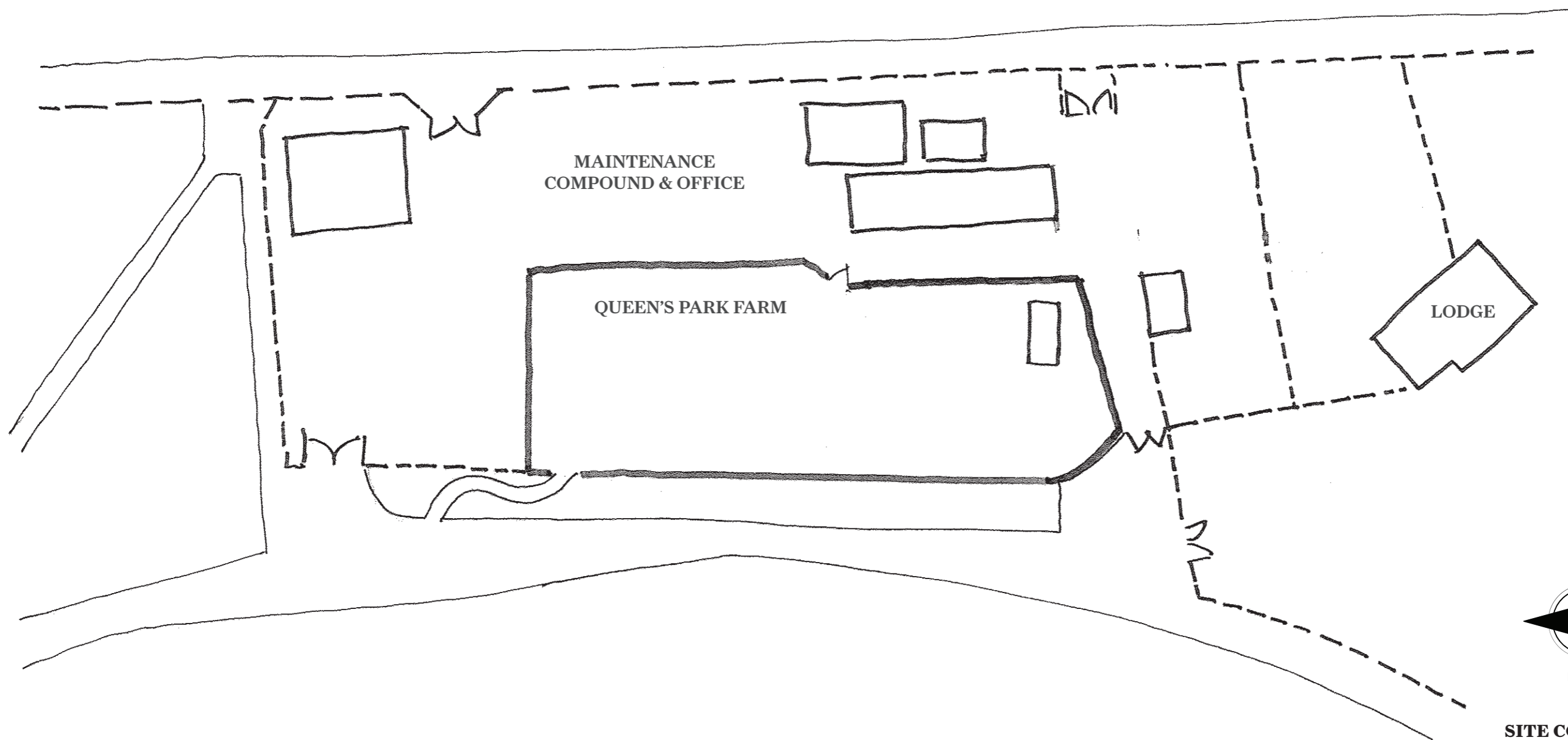
# Outcomes Framework

	<b>Outcome</b>	<b>Indicators / Measures</b>
<b>1</b>	<b>Welfare</b>	
1.1	The farm animals are healthy and well cared for	<ul style="list-style-type: none"> <li>• Comply with the husbandry guidelines from the British &amp; Irish Association of Zoo and Aquariums (BIAZA)</li> <li>• Complete biannual Veterinary Inspections</li> <li>• Be represented at the biannual Zoo and Farm Ethical Committee</li> <li>• Join and maintain membership of the Federation of City Farms and Community Gardens (FCFCG)</li> </ul>
1.2	The most suitable and appropriate enclosures are provided	<ul style="list-style-type: none"> <li>• Complete biannual Veterinary Inspections</li> <li>• Be represented at the biannual Zoo and Farm Ethical Committee</li> <li>• Utilise materials that are in keeping with the park environment to enhance the enclosures</li> </ul>
<b>2</b>	<b>Welcoming</b>	
2.1	The Farm provides a welcoming, safe and accessible environment	<ul style="list-style-type: none"> <li>• Undertake annual visitor satisfaction survey</li> <li>• Analyse gate counter data</li> </ul>
<b>3</b>	<b>Engagement</b>	
3.1	People have a greater understanding of farm animals and food production	<ul style="list-style-type: none"> <li>• Signage around the Farm are up to date, informative and reviewed annually</li> </ul>
3.2	Local schools are encouraged to use the facility to deliver learning from early years foundation stage to key stage 1	<ul style="list-style-type: none"> <li>• School visits are recorded and reported annually</li> <li>• Feedback is sought from Teachers and/or Parents / Carers</li> </ul>
3.3	People are inspired to visit the Farm again and/or volunteer in the development of the Farm	<ul style="list-style-type: none"> <li>• Undertake annual visitor satisfaction survey</li> <li>• Increase volunteer participation. Establish baseline data for 2017/18</li> <li>• Introduce Animal Adoption Scheme in 2017/18</li> </ul>
<b>4</b>	<b>Collection</b>	
4.1	The Farm comprises of species associated with small holdings in Britain	<ul style="list-style-type: none"> <li>• The Farm comprises of stock considered to be domesticated</li> </ul>
4.2	Visitors understand how the species in the Farm relate to small holdings in Britain and links to the park historically	<ul style="list-style-type: none"> <li>• Undertake annual visitor satisfaction survey</li> <li>• Signage around the Farm are up to date, informative and reviewed annually</li> </ul>





KINGSWOOD AVENUE



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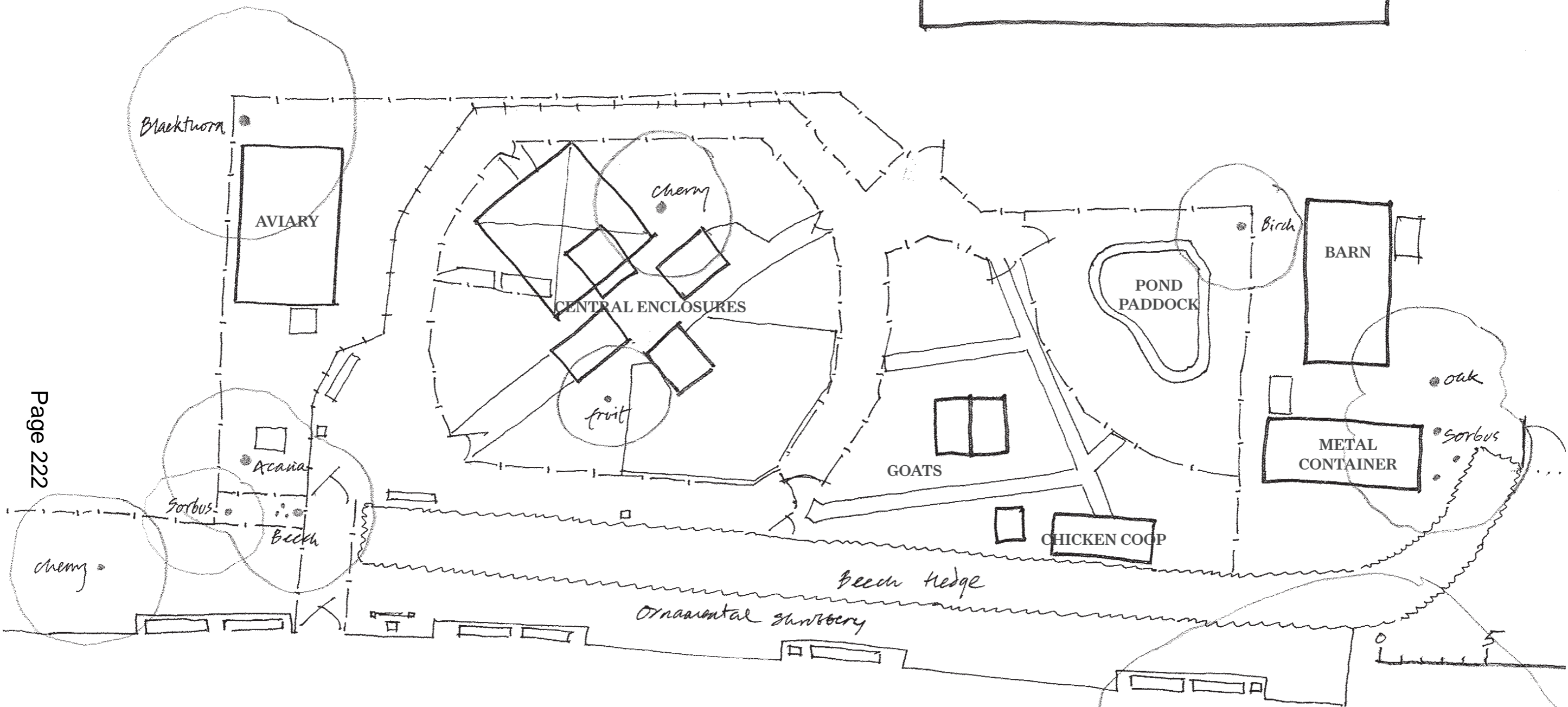
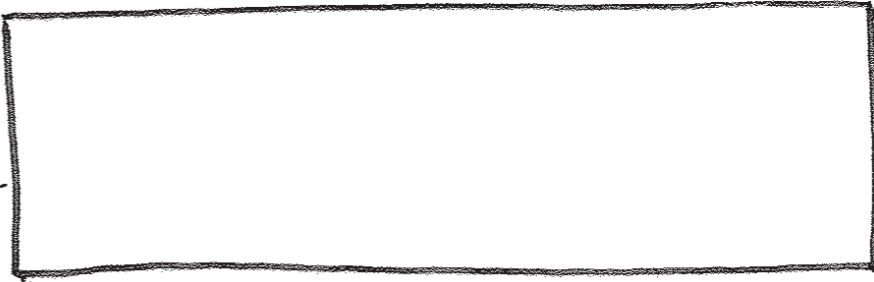
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**SITE CONTEXT**  
 QUEEN'S PARK FARM  
 DC249/01 - 15th March 2017

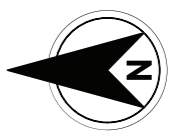
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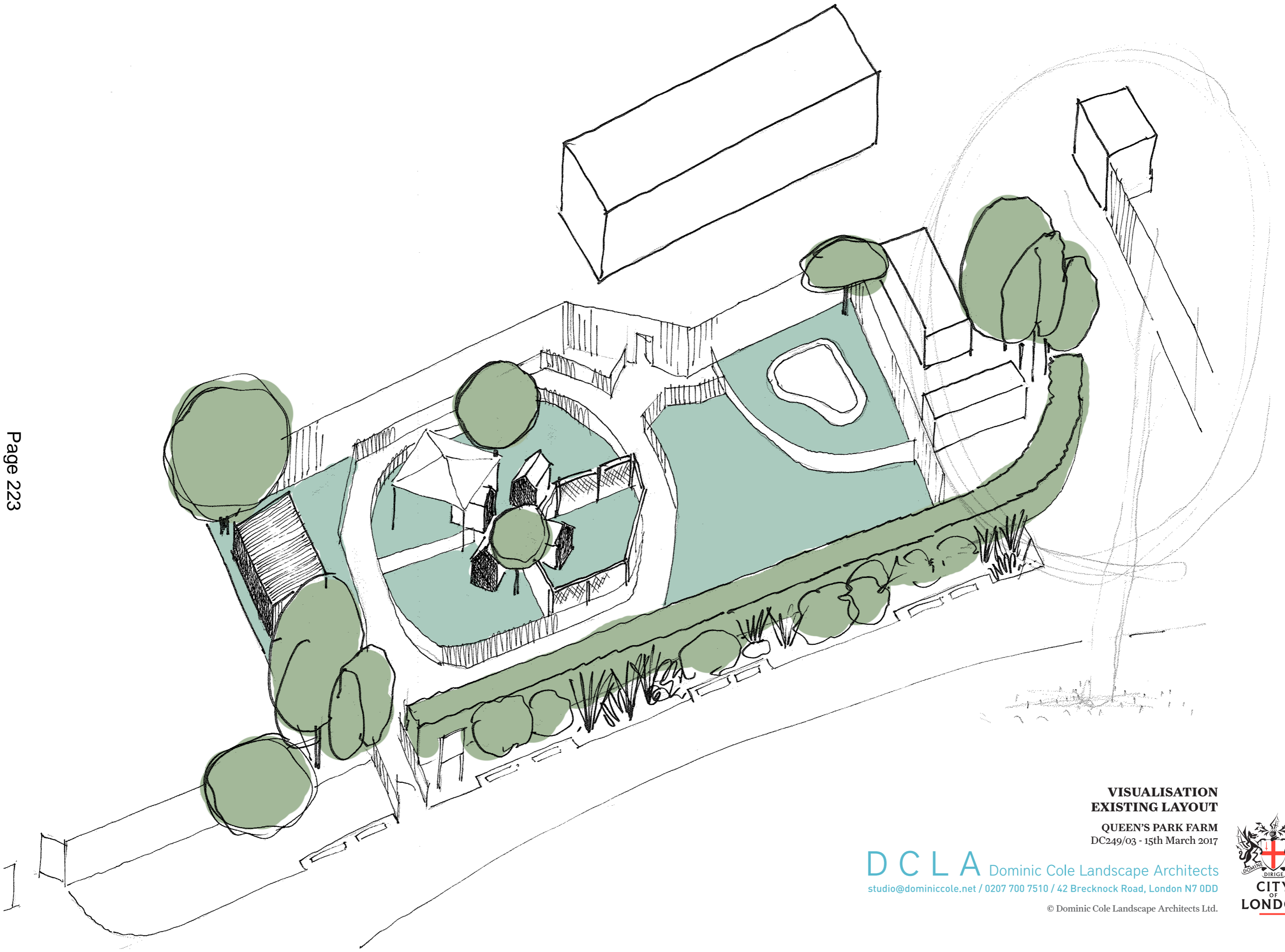
**EXISTING LAYOUT**

QUEEN'S PARK FARM  
DC249/02 - 15th March 2017

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**VISUALISATION  
EXISTING LAYOUT**

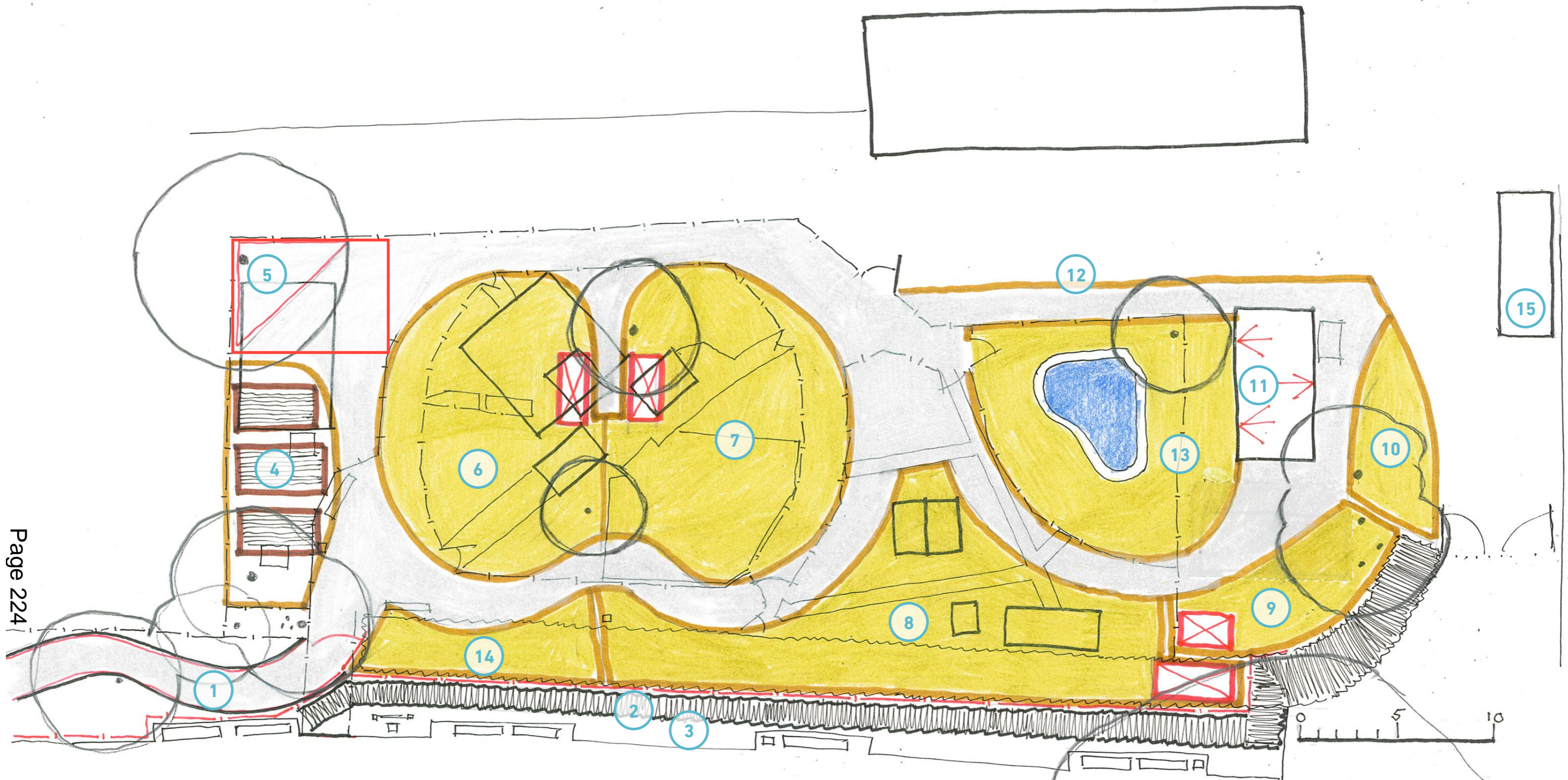
QUEEN'S PARK FARM  
DC249/03 - 15th March 2017

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**CITY  
OF  
LONDON**



1 New entrance path

2 Beech hedge re-planted to allow more space

3 Narrow ornamental border retained plus benches

4 Allotment

5 Interpretation & Shelter

6 Sheep

7 Turkeys

8 Goats

9 Rabbits

10 Quail

11 Barn converted

12 Fence moved

13 Birds

14 Wildlife garden

15 Container moved



n.t.s

**PROPOSAL A  
PROPOSED LAYOUT (PREFERRED)**

QUEEN'S PARK FARM  
DC249/04 - 15th March 2017  
Revision A, 02/04/17

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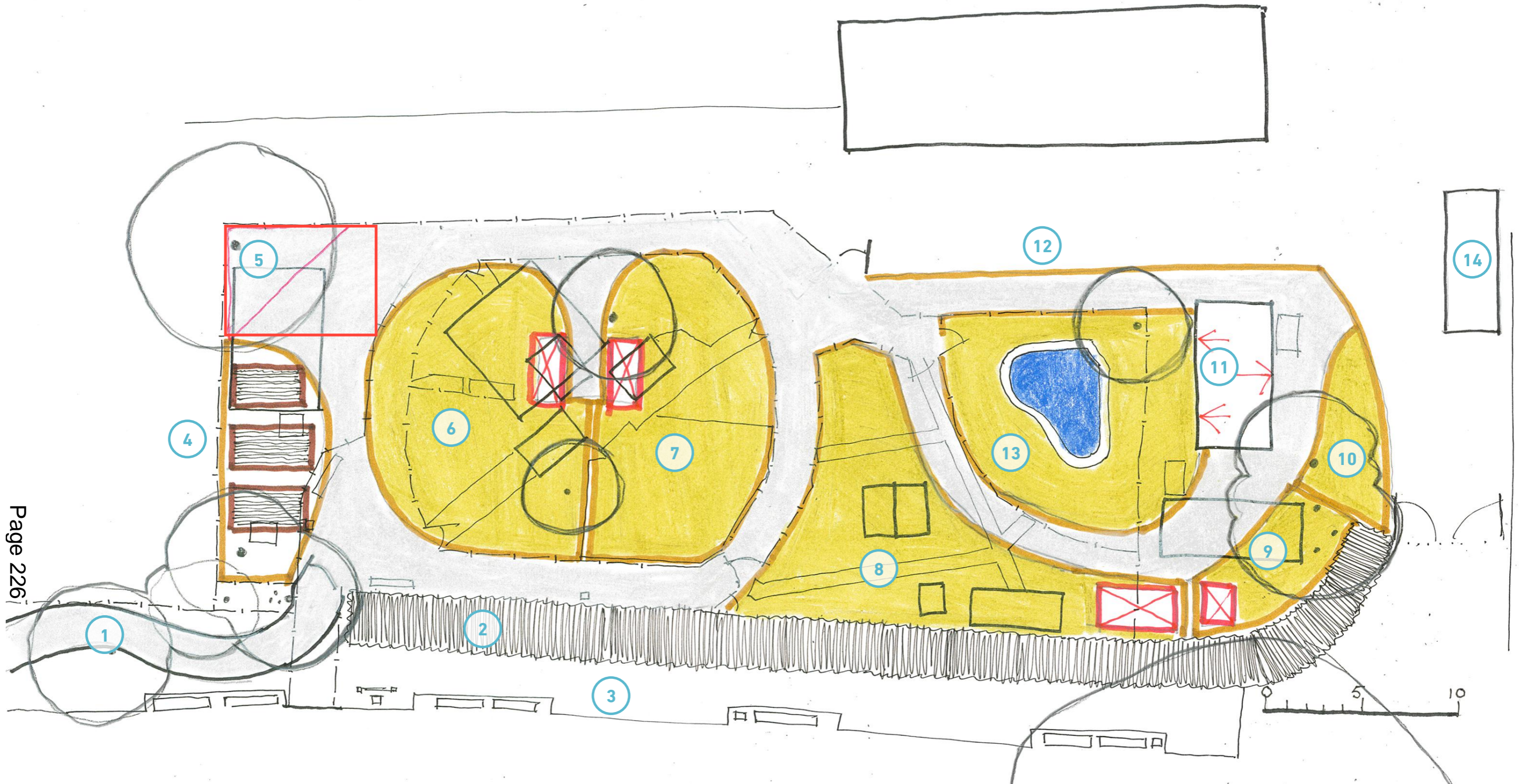
**VISUALISATION  
PROPOSED LAYOUT (PREFERRED)**

QUEEN'S PARK FARM  
DC249/05 - 15th March 2017  
Revision A, 02/04/17

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1 New entrance path

2 Beech hedge existing

3 Ornamental border existing

4 Allotment

5 Interpretation & Shelter

6 Sheep

7 Turkeys

8 Goats

9 Rabbits

10 Quail

11 Barn converted

12 Fence moved

13 Birds

14 Container moved



n.t.s

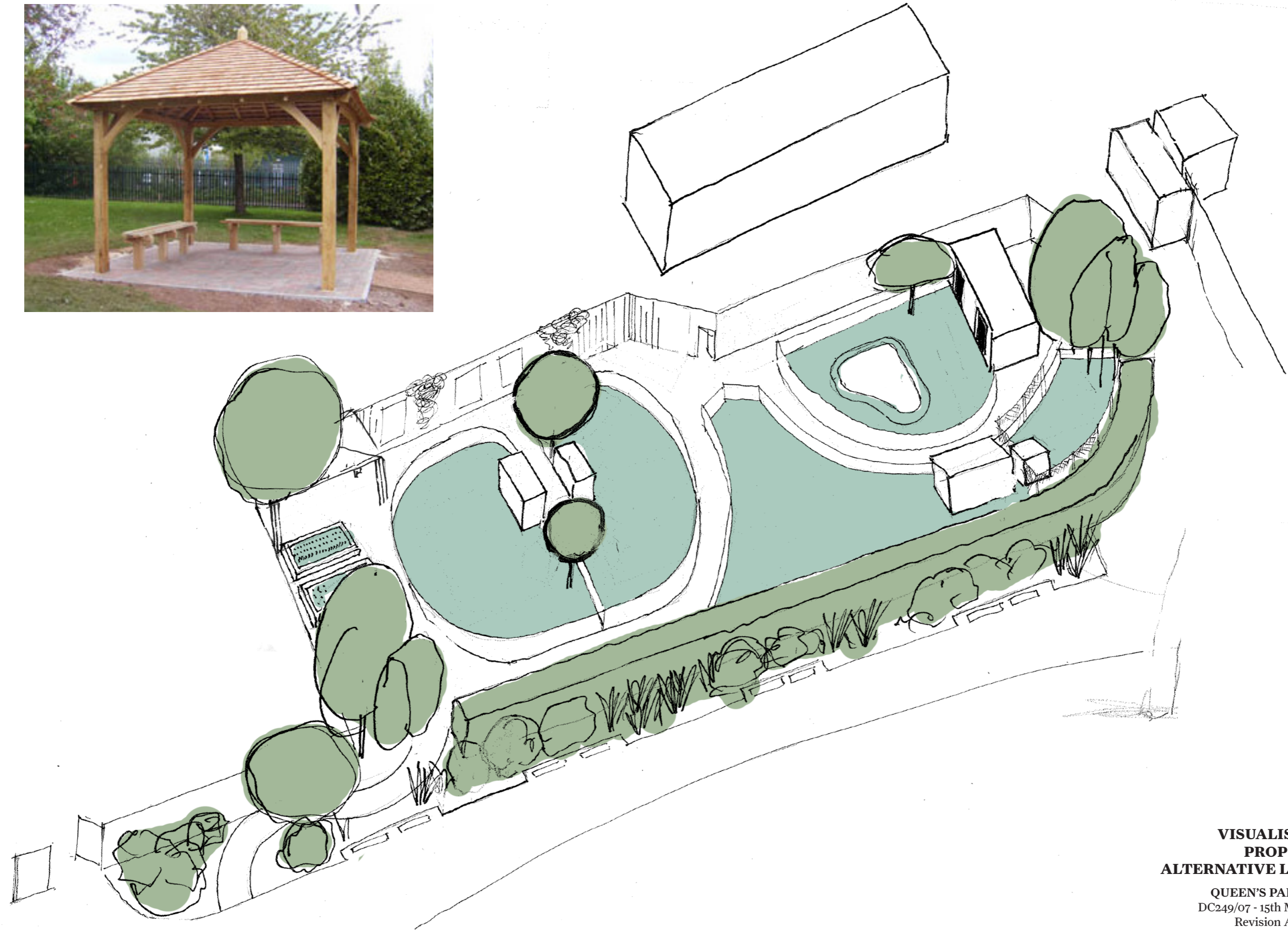
**PROPOSAL B  
ALTERNATIVE LAYOUT**

QUEEN'S PARK FARM  
DC249/06 - 15th March 2017  
Revision A, 02/04/2017

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**VISUALISATION  
PROPOSAL B  
ALTERNATIVE LAYOUT**

QUEEN'S PARK FARM  
DC249/07 - 15th March 2017  
Revision A, 02/04/17

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<b>Committee</b>	<b>Dated:</b>
Hampstead Heath, Highgate Wood & Queen's Park Committee	17072017
<b>Subject:</b> Play Area Toilets – Addition of a Toilet	<b>Public</b>
<b>Report of:</b> Superintendent of Hampstead Heath	<b>For Discussion</b>
<b>Report author:</b> Richard G Gentry - Open Spaces & Heritage Department	

## Summary

This report provides an update on a scoping exercise which has been carried out for the development of an additional public toilet to be provided at the Children's Sand Pit. The additional toilet would give access from one side only and would be accessible for wheelchair users, and would contain a baby changing table.

## Recommendations

Members are asked to:

- Note the views of the Queen's Park Consultative Group following their June meeting
- Discuss the content of this report and the Outline Design Proposals at Appendix 1 (*N.B. – Appendix 1 circulated as a separate document*)
- Give their views on the proposals, including the preferred Option 3, as detailed in para 7.

## Main Report

### Background

1. Following discussions with the Queen's Park Liaison Group which is made up of representatives of local user groups, the Park Manager approached the City Surveyor's Department to scope an outline design for an extension to the play area toilets. Specifically for a toilet to be only accessible from the Sand Pit area.

### Current Position

2. The aim of the project was to investigate the feasibility of the construction of an extension, self-contained Unisex Wheelchair Accessible toilet (Document M compliant) with baby-changing facilities, onto the existing toilet block building in the children's play area at Queens Park.
3. A consultant was appointed by the Surveyor's Department to provide an Outline Design for the construction described above, complete with measured floor

plans, layout drawings and projections of all fees and costs associated with the construction.

4. Queen's Park lies within the London Borough of Brent and the Park and the surrounding streets are in a Conservation Area.
5. It would be the preference of the Park Manager that the new toilet facilities internal decoration finish materials would match those of the Queens Park Café Toilet (Disabled Access). This includes Altro Wall Cladding (from skirting to 2.2m above ground level approx.), upper wall and ceiling painted and Altro Walkway flooring.

### **Options**

6. The consultant has provided three options;
  - Option 1 – Disabled toilet (retaining the storage hallway) and connected to the existing external wall
  - Option 2 – Disabled toilet demolishing part of the external wall and taking up part of the storage hallway
  - Option 3 – Disabled toilet and additional child's WC, (retaining the storage hallway) connected to the existing external wall.

### **Proposals**

7. It is recommended that Members consider Option 3. This option provides for a Disabled toilet (including baby changing facilities) accessible from the Sand Pit, and an additional children's toilet.
8. Following feedback given by the Queen's Park Consultative Group, further investigation is necessary in regard to the location of an additional toilet facility, taking in to consideration the impact that any structure may have on tree roots in the vicinity. The Park Manager has contacted the City Surveyor's Department to discuss the options of where an additional toilet block could be located which reduces any impact to tree roots.
9. Option 3 has an approximate project cost of £39,000 for the construction, including fees. The project costs, including the decoration of external walls are £44,000.

### **Implications**

10. The project would need to be fully costed and agreed as a project within the Park's Annual Work Programme. The Superintendents Local Risk Budget would provide the funding for this project. The City of London would consider appropriate funding mechanisms, including donations and fundraising opportunities for this project with the support of the local community.

## Conclusion

11. Following discussion, the views of Members will be fed back to the Hampstead Heath, Highgate Wood and Queen's Park Committee for their consideration. Members should consider how the funding of the proposed toilet extension will be met. The suggested proposal have been put together following suggestions made by Members, to add an additional toilet to the Sand Pit area that is only accessible to the users of the Sand Pit, taking in to consideration the current layout of the toilet facilities adjacent to the play area.

## Appendices

- Appendix 1 – Outline Design Proposals – Queen's Park Toilet Extension  
*(circulated as a separate document)*

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<b>Committee(s):</b>	<b>Date(s):</b>
Hampstead Heath, Highgate Wood & Queens Park Committee	17 July 2017
<b>Subject:</b> Cyclical Works Programme Bid – 2018/19	<b>Public</b>
<b>Report of:</b> City Surveyor <span style="float: right;"><b>CS: 233/17</b></span>	<b>For Information</b>
<p><b>Summary</b></p> <p>This report sets out a provisional list of cyclical projects being considered for properties under the management of Hampstead Heath, Highgate Wood and Queens Park Committee under the “cyclical works programme”.</p> <p>The draft cyclical project list for 2018/19 totals approximately £1.68m and if approved will continue the on-going programme in the maintenance of the property and infrastructure assets.</p> <p><b>Recommendation</b></p> <ul style="list-style-type: none"> <li>• That your Committee notes the content of this report</li> </ul>	

## Main Report

### Background

1. The total value of the approved projects for the 17/18 cyclical works programme (CWP) for the Hampstead Heath, Highgate Wood and Queens Park Committee was £1m which consisted of 63 projects.
2. The Director of Open Spaces has requested that your Committee be provided with a preview of the likely works list in 2018/19 for Hampstead Heath, Highgate wood and Queens Park.

### Current Position

3. The attached list at Appendix A is a provisional list of projects for Hampstead Heath, Highgate Wood and Queens Park under consideration for 2018/19.
4. The information for the bid has been taken from the 20 years for each property within the Estate; the 20 year plans are regularly updated in conjunction with the Superintendent and their management team to ensure they are as accurate as possible.
5. It should be noted that this provisional list for 2018/19 is subject to a final review prior to presentation to the Corporate Asset sub-Committee in October

2017 and consideration by the Resource Allocation sub-Committee at the beginning of 2018.

### **Prioritisation of Projects**

6. The project prioritisation model developed for the cyclical works programme has been applied to projects identified from forward cyclical maintenance/replacement plans of the Barbican Centre, GSMD and the Corporate Properties under the City Surveyors control.
7. Essential Projects for consideration of including within the bid list are ranked in order of priority according to the following criteria and scoring mechanism.
  - Health, Safety & Security (weighting 5)
  - COL Reputational (weighting 4)
  - Maintaining Income Stream (weighting 4)
  - Assets Performance (weighting 5)
  - Client Feedback (weighting 2)
8. The cyclical works programme Peer Review Panel, chaired by the Financial Services Director has met twice to consider the draft prioritisation of projects across all Departments. The panel has provided a “sense check” to ensure that the prioritisation ranking reflected in the Prioritisation model has been rigorously and consistently applied and that the outcomes in terms of prioritisation align to the City’s strategic aims and objectives.

### **Corporate & Strategic Implications**

9. The proposals contained within the attached appendix list support the theme “Protects, promotes and enhances our environment” within the City Together Strategy.
10. Once agreed the projects relating to the cyclical works programme will be reviewed to reflect strategic asset management decisions and the wider corporate objectives to ensure that the City can meet its overall criteria relative to the management of its property assets.
11. It is intended that Hampstead Heath, Highgate Wood and Queens Park benefit from the provisional 2018/19 cyclical works programme as follows:

Hampstead Heath	£1,582,300	94%
Highgate Wood	£74,000	4%
Queens Park	£19,000	2%
	<b>£1,675,300</b>	

## **Conclusion**

12. The attached provisional list of work for 2018/19 with an indicative value of £1.68m allows the on-going cyclical repairs and maintenance of the City's Operational estate at Hampstead Heath, Highgate Wood and Queens Park in particular to continue.

## **Appendices**

- Appendix A - Provisional Cyclical Works Programme 2018/19

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## Appendix A - CWP 18/19 - Actual List

### Golders Hill Park

Property	Location	Project Title	Cost
Golders Hill Park	Cafeteria and Public Toilets	DHWS & HEATING REPLACEMENT	£30,000
Golders Hill Park	Public Toilets and Store	REFURBISHMENT	£133,500
Golders Hill Park	Zoo Buildings Complex	FLOORING REPLACEMENT	£24,000
Golders Hill Park	Zoo Buildings Complex	ROOF REPLACEMENT	£7,000
Golders Hill Park	Zoo Buildings Complex	TOILET REFURBISHMENT	£6,000
Golders Hill Park	Zoo Buildings Complex	TIMBER SHEDS PRESERVATIVE	£5,000
Golders Hill Park	Zoo Buildings Complex	RAINWATER GOODS REPLACEMENT	£2,000
Golders Hill Park	General	SURFACE WATER DRAIN REPLACEMENT	£72,000
Golders Hill Park	Staff Yard Complex	EXTERNAL DECORATIONS	£11,000
Golders Hill Park	Staff Yard Complex (Staff Bothy)	SECURITY ALARM REPLACEMENT	£2,500
Golders Hill Park	Staff Yard Complex (Staff Office)	SECURITY ALARM REPLACEMENT	£2,500
Golders Hill Park	1 & 2 Golders Hill Houses	EXTERNAL DECORATIONS	£7,500
Golders Hill Park	Tennis Booking Hut and Shelter	EXTERNAL DECORATIONS	£1,200
Golders Hill Park	Tennis Booking Hut and Shelter	LANDLORDS LIGHTING & POWER REWIRE	£2,500
Golders Hill Park	1 & 2 Golders Hill Houses	KITCHEN REFURBISHMENT	£10,000
Golders Hill Park	1 & 2 Golders Hill Houses	WINDOWS REPLACEMENT	£11,000

**£327,700**

### Hampstead Heath

Property	Location	Project Title	Cost
Hampstead Heath	General/ Infrastructure	TEST OF ALL INLET/OUT PIPES & VALVES (PONDS)	£6,000
Hampstead Heath	General/ Infrastructure	VALVE REPLACEMENT (ALL PONDS)	£9,500

Hampstead Heath	General/Infrastructure	DRAINAGE SURVEY	£145,000
Hampstead Heath	General/Infrastructure	FOOTPATH OVERHAUL (PELLINGS)	£14,500
Hampstead Heath	General/Infrastructure	GENERAL STRUCTURAL INSPECTIONS	£5,000
Hampstead Heath	General/Infrastructure	DESILTING (ALL PONDS)	£60,000
Hampstead Heath	General/Infrastructure	EMBANKMENT MONITORING	£5,500
Hampstead Heath	General/Infrastructure	SURVEY TO GH LILY POND, MINOR REPAIRS/DREDGING	£36,000
Hampstead Heath	General/Infrastructure	WORKS TO MINOR BRIDGES	£9,500
Hampstead Heath	General/Infrastructure	VENTILATION AND EXTRACTION SYSTEM REPLACEMENT (LODGES)	£3,000
Hampstead Heath	Heathfield House Complex	CCTV REPLACEMENT	£12,000
Hampstead Heath	Heathfield House Complex	SECURITY ALARM REPLACEMENT	£7,000
Hampstead Heath	Heathfield House Complex	CAR PARK BAYS REMARKING	£1,200
Hampstead Heath	434 A-D Archway Road	BATHROOM REFURBISHMENT	£29,000
Hampstead Heath	434 A-D Archway Road	FLOORING REPLACEMENT (COMMON PARTS)	£12,000
Hampstead Heath	434 A-D Archway Road	KITCHEN REFURBISHMENT	£29,000
Hampstead Heath	436 A-D Archway Road	BATHROOM REFURBISHMENT	£29,000
Hampstead Heath	436 A-D Archway Road	FLOORING REPLACEMENT (COMMON PARTS)	£12,000
Hampstead Heath	436 A-D Archway Road	KITCHEN REFURBISHMENT	£29,000
Hampstead Heath	434 & 436 A-D Archway Road	DRAINAGE SURVEY	£20,000
Hampstead Heath	Mixed Bathing Pond Complex	DECKING REPLACEMENT	£3,000
Hampstead Heath	Men's Bathing Life Buys	EXTERNAL DECORATIONS	£2,000

**£479,200**

## Highgate Wood

Property	Location	Project Title	Cost
Highgate Wood	General	VENTILATION AND EXTRACTION SYSTEM REPLACEMENT (LODGES)	£3,000
Highgate Wood	General	CORPORATE SIGNS DECORATION	£2,500
Highgate Wood	1 Hornbeam Cottage	ROOF REPLACEMENT	£17,000
Highgate Wood	1 Hornbeam Cottage	CONSERVATORY OVERHAUL	£5,000
Highgate Wood	1 Hornbeam Cottage	WINDOWS REPLACEMENT	£18,000
Highgate Wood	1 Coronation Cottage	BATHROOM REFURISHMENT	£6,000
Highgate Wood	1 Coronation Cottage	KITCHEN REFURBISHMENT	£9,500
Highgate Wood	1 Coronation Cottage	ROOF REPLACEMENT	£2,000
Highgate Wood	2 Coronation Cottage	KITCHEN REFURBISHMENT	£6,000
Highgate Wood	2 Coronation Cottage	BATHROOM REFURBISHMENT	£5,000

**£74,000**

## Kenwood

Property	Location	Project Title	Cost
Kenwood	Tractor & Store Shed	LIGHTING INC EMERGENCY LIGHTING REPLACEMENT	£2,500
Kenwood	Tractor & Store Shed	LANDLORDS LIGHTING & POWER REWIRE	£6,000
Kenwood	Tractor & Store Shed	EXTERNAL DECORATIONS	£5,000
Kenwood	Open Shed Building and Barn	LIGHTING INC EMERGENCY LIGHTING REPLACEMENT	£8,500
Kenwood	Constabulary Building	EXTERNAL DECORATIONS	£6,000
Kenwood	Constabulary Building	DHWS REPLACEMENT	£4,000
Kenwood	Constabulary Building	PORTACABIN TOILETS REPLACEMENT	£24,000
Kenwood	Constabulary Building	SECURITY ALARM REPLACEMENT	£2,000
Kenwood	Kenwood Yard	EXTERNAL DECORATIONS	£3,500

**£61,500**

## Parliament Hill Fields

Property	Location	Project Title	Cost
Parliament Hill Fields	Lido Buildings Complex	LIDO FABRIC REPAIRS	£120,000
Parliament Hill Fields	Athletics Track Pavilion Complex	DRAINAGE OVERHAUL	£50,000
Parliament Hill Fields	Athletics Track Pavilion Complex	WINDOW REPLACEMENT	£30,000
Parliament Hill Fields	Athletics Track Pavilion Complex	STORES EXTERNAL DECORATIONS	£1,000
Parliament Hill Fields	Traditional Playground Building	TOILET REFURBISHMENT	£24,000
Parliament Hill Fields	Traditional Playground Building	EXTERNAL DECORATIONS	£4,200
Parliament Hill Fields	Cafeteria	EXTERNAL DECORATIONS	£8,500
Parliament Hill Fields	Cafeteria	SECURITY ALARM REPLACEMENT	£2,500
Parliament Hill Fields	Playground Staff Toilet and Shelter	EMERGENCY LIGHTING REPLACEMENT	£5,000
Parliament Hill Fields	General	PATH RESURFACING	£12,000
Parliament Hill Fields	General	CORPORATE IMAGE BOARDS REPLACEMENT	£10,000
Parliament Hill Fields	Tennis Courts and 3 Shelters	DECORATION	£6,000
Parliament Hill Fields	Tennis Courts and 3 Shelters	FENCING OVERHAUL	£10,000
Parliament Hill Fields	Staff Yard Building Complex	EXTERNAL DECORATIONS	£9,500
Parliament Hill Fields	Staff Yard Building Complex	PUBLIC TOILET REFURBISHMENT	£30,000
Parliament Hill Fields	The Lodge	EXTERNAL DECORATIONS	£5,500
Parliament Hill Fields	The Lodge	FENCING OVERHAUL	£1,200
Parliament Hill Fields	The Lodge	SECURITY ALARM REPLACEMENT	£2,000
Parliament Hill Fields	Meadow Lodge	EXTERNAL DECORATIONS	£5,000
Parliament Hill Fields	Meadow Lodge	BATHROOM REFURBISHMENT	£10,000
Parliament Hill Fields	Bowling Green Men's Pavilion	EXTERNAL DECORATIONS	£2,500
Parliament Hill Fields	One O'clock Club Building	KITCHEN OVERHAUL	£3,000

**£351,900**

## Queens Park

Property	Location	Project Title	Cost
Queens Park	Tractor Shed	CCTV REPLACEMENT	£6,000
Queens Park	Toilet Block	DECORATIONS	£8,000
Queens Park	Mess Room and Stores	EXTERNAL DECORATIONS	£2,500
Queens Park	The Lodge, Kingswood Avenue	EXTERNAL DECORATIONS	£2,500

**£19,000**

## Sandy Heath and Heath Extension

Property	Location	Project Title	Cost
Sandy Heath and Heath Extension	Staff Yard and Changing Rooms	AIR HANDLING SYSTEM REPLACEMENT	£24,000
Sandy Heath and Heath Extension	Staff Yard and Changing Rooms	BOILER & CONTROLS REPLACEMENT	£144,000
Sandy Heath and Heath Extension	General	GRECIAN FOUNTAIN CLEANING & LIMEWASHING	£4,000
Sandy Heath and Heath Extension	Sandy Heath Toilet	TOILET REFURBISHMENT	£133,500

**£305,500**

## Vale of Heath and East Heath

Property	Location	Project Title	Cost
Vale of Heath & East Heath	Public Toilets	EXTERNAL & INTERNAL DECORATIONS	£4,000
Vale of Heath & East Heath	Public Toilets	RAINWATER GOODS REPLACEMENT	£9,500
Vale of Heath & East Heath	Bothy and Yard	EXTERNAL DECORATIONS	£6,000

**£19,500**

## West Heath

<b>Property</b>	<b>Location</b>	<b>Project Title</b>	<b>Cost</b>
West Heath	Pergola Shelter and Store	PERGOLA - HEALTH & SAFETY WORKS CONTINGENCY	£12,000
West Heath	Pergola Shelter and Store	PERGOLA - STRENGTHENING WORKS	£25,000

**£37,000**

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